

JULY 1951 1948
A BILL
BROTHERS
PUBLICATION
TWENTY-FIVE CENTS

Sales Management

HOW GENERAL FOODS IS GIVING MANAGEMENT TRAINING TO TOP EXECUTIVES

●

*Other Articles in This Issue—***GLIDDEN:** The Introduction of Spred Luster . . .
FORD: About a Mammoth Sales Training Plan . . . **RAYBESTOS:** The Making of a Top-
Notch Industrial Catalog . . . **AUTO EXPENSES:** Are Flat Allowances Unfair? . . .
PRE-FABRICATED HOUSES: How Gunnison Is Selecting Dealers.



HE mills the flour



Painted for McCall's by Julian E. Levi

SHE bakes the cake

To the man who mills it — or to almost any other man, for that matter — a bag of flour is simply a bag of flour.

But to a woman, that bag of flour is a challenge, an invitation to one of her most fascinating creative efforts. *A fundamental difference in viewpoint is apparent.*

This difference in the attitude of men and women toward so many aspects of living is reflected in an

equally fundamental difference in interests and reading habits.

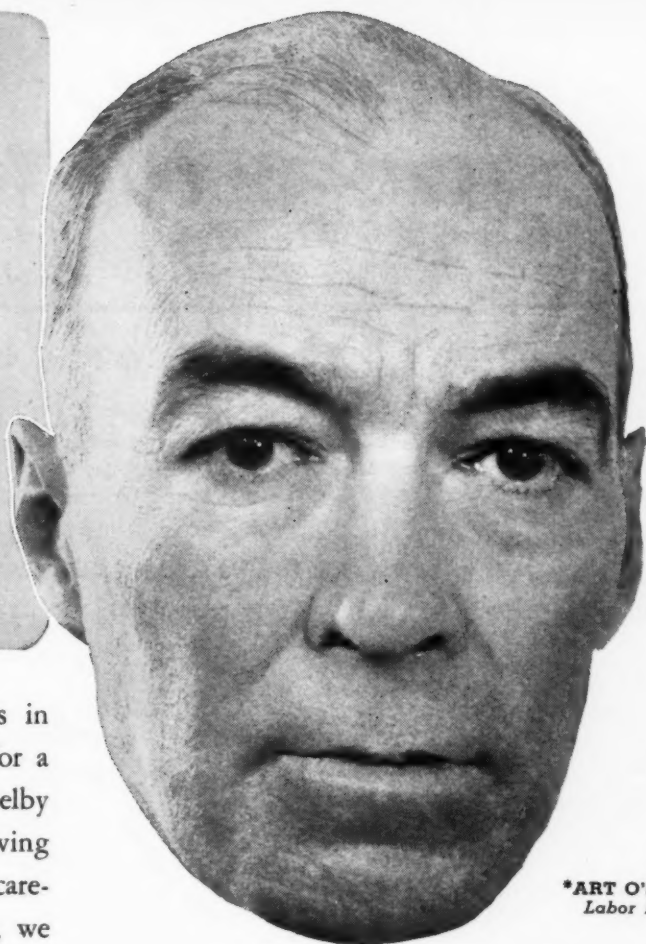
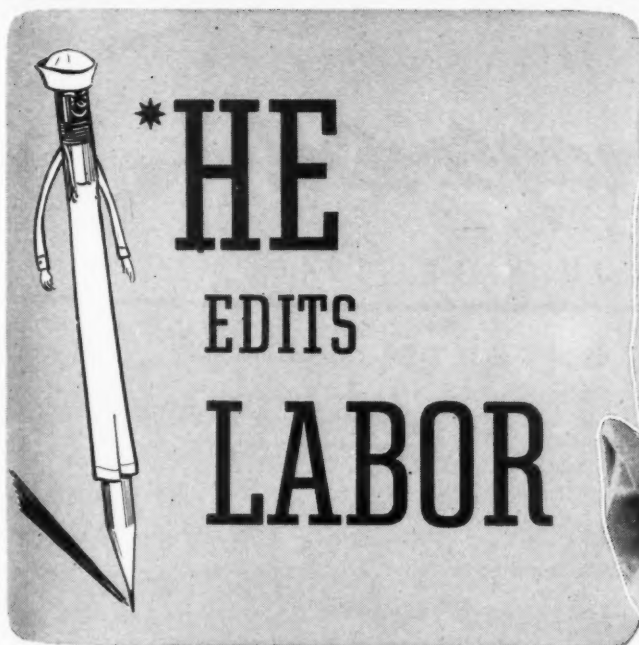
McCall's Is a Habit With 3,500,000 Women

Guided by continuous in-the-home research, McCall's editors know how to think as women think. That is why ideas move so effectively off the pages of McCall's, into the minds of women. That is why, in

more than 3,500,000 homes, women find McCall's a regular source of information and inspiration, a reading habit that helps mightily to influence their planning and spending.

McCall's

THREE MAGAZINES IN ONE



*ART O'SHEA
Labor Editor

WHEN CIO's topman, Philip Murray, was in Detroit this Spring, he was scheduled for a meeting with the newshawks at Detroit's Fort Shelby Hotel. The writers assembled, sat, waited. Arriving hurriedly, Mr. Murray peered at the gathering carefully and then announced firmly: "Well boys, we just can't start this meeting until Art O'Shea of The Free Press gets here."

This quality of *being wanted*, as well as being on the job wherever and whenever labor takes the news-spot is a most valued characteristic of Mr. O'Shea. Knowing labor's objectives, policies and the key men who shape them gives him an "edge" on labor news and the "color" that distinguishes his copy.

Labor is a most important factor in Detroit's life. The fact that 1,250,000 people are working in this

area is bound to make that so. People working, however, never seem to be news. When they don't work, then apparently they move into the spotlight. But Art O'Shea understands Detroit's workers, busy or idle and writes about them factually, without bias, honestly.

It is the fine work of Art O'Shea and his associates on the editorial staff of The Free Press that help to make this newspaper best-read, best-liked, most-wanted in this area.

The Detroit Free Press

JOHN S. KNIGHT, PUBLISHER

ON GUARD
FOR OVER
A CENTURY



JULY 15, 1946

[1]

Sales Management

VOL. 57, NO. 2; JULY 15, 1946

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on the new Carolinas...

where WBT serves an industrial area

with over twice as many plants as Pittsburgh

Sure. WBT's day-and-night Primary Area* has cotton and tobacco in such green-gold abundance that Carolina farmers reap an annual cash harvest of close to a half-billion dollars*. But if you think that's the whole story, you're missing the most important point about this priority market.

These 83 Carolina counties boast of 2528 industrial plants...more than twice as many as Pittsburgh†! And these factories are working 'round the clock, belt-lining an annual \$640,775,669 worth of cigarettes, furniture, textiles, hosiery and other big-demand products‡. What's more, new factories are springing up, employment is skyrocketing, and still more money is pouring into this booming territory.

Because the income of the WBT area has more than doubled since 1940*, more and more national and regional advertisers are placing the new Carolinas among their "Must Markets". And, of course, they are using WBT. They know that 50,000-watt WBT is the only station that covers this entire market. They know, too, that WBT enjoys a listening audience which, on the average, is greater than the combined audience of all other stations heard in the area!

Keep your eyes on the new Carolinas — and let WBT keep Carolina eyes on your product and brand name.

*CBS 7th Series Listening Areas Study, 1944

• 1944 Estimate, U.S. Dept. of Agriculture

†U.S. Census, 1940

‡Sales Management's Survey of Buying Power—May, 1946

WBT

SOUTHEASTERN BROADCASTING COMPANY

CHARLOTTE, 50,000 WATTS • THE SOUTH'S PIONEER STATION

Represented by Radio Sales, the SPOT Broadcasting Division of CBS • New York, Chicago, Los Angeles, St. Louis, San Francisco, Atlanta





Monthly Tempters

How would you like your breakfast in the morning mail? You can have it—as just one of the services provided by a newly organized group of epicures who will send you a box of drool-provoking delicacies once a month, to subscribers only!

The service, called Gifts of The Month, Inc., New York City, specializes in a gift service of fine foods, mailed in monthly "surprise packages," with each built around a festive party theme. In the breakfast package, as a "for-instance," you'll be the recipient of a Country Breakfast—City Style. In the box you'll find Stone Ground pancake flour, Vermont maple syrup, and Exotic Honey. Are your eyes bulging? Before we go on we'd better let you down, but only a little way and gently. Due to shortages on every front the service sometimes is forced to make substitutions. But what you get is always so toothsome you won't mind.

This is the way it works. If you want to make a present to someone who has everything, including a gourmet's taste, you simply subscribe to one of four of the services. There are four kinds—four prices. For \$29 you get the works—11 boxes, one for each month except, of course, the one in which you subscribe. For \$10 more you get the works on a larger scale. The other two up the ante by 10 more—each. The added money, says Gifts of The Month, goes for quantity, variety, usable containers and keep-able gadgets.

What's your birthday? In April, for another instance, you'll start your personal New Year right with the Salad



APPETITE-TEASERS: Even the jaded are tempted.

Spectacular. This one contains Avacados and Oranges, or Grapefruit. With it an unusual jug of a superb French dressing.

No matter what size subscription you take, the recipient of your bounty will receive a handsome engraved card, bearing your greetings and announcing your "gift of good things to come." When the good things get there they'll be wrapped by a master hand—in the French style. He'll probably—if he has a strong will—keep the package on his table for a couple of days just to look at.

Selections of the edibles are made by experts, gift wrappings are designed by recognized artists, packages are guaranteed to arrive in good condition protected by Sylvania cellophane. In as many packages as possible some intriguing, useful item—which can be retained long after the good thing in which it was packed has gone—is included: Lagniappe, the Creoles call it.

What's It Doing Outside?

Ever cash in on a baseball rain-check when the elements closed in on second base? And did you stop to think what that precipitation—as the weather people call it—cost somebody? The weather, the kind that everyone complains about, takes the blame when a big promotion flops, and millions of dollars are lost every year by businessmen—all because of it.

Contrary to Mark Twain's old saw about everyone talking about it but no one *doing* anything about the elements, something *can* be done. A brand new type of business has been born to save the day! Its name—Weather Advisers, Inc., Boston. Its objective—to study weather as it affects the individual operations of its clients, advising them regularly as to the best possible course, if, and, or when.

It won't do you any good, for instance, to call them—if you're a Boston resident—about the weather for your Sunday School picnic. Weather Advisers are limiting themselves exclusively to commercial interests, correlating business with weather forecasts for an over-all operational report. Neither are they prepared to tell Aunt Lizzie when the current rainy spell will cease and ease her rheumatism.

The business is under the direction of three Massachusetts natives—Miss Marion Hogan, Lewis B. Cullman, and Parker N. Chick—all of whom know their weather from mackerel skies to hurricanes. Miss Hogan was formerly employed at Logan Airport where the elements were a major factor and a mistaken calculation would have brought a Comptometer into action to figure the loss.

No mere dabbler in elements, she has a Master's degree in Meteorology from M.I.T. Her interest in the weather vs. business goes all the way back to the thesis which bagged the degree. You guessed it—it was a tome on the effect of weather on business. As part of her research she sent out questionnaires to 500 business executives, followed them up with personal calls. A lady who believes in calling a spade by its name, she tossed aside generalities and went after minute contributory factors in each type of business. While 83% of the companies admitted that the weather was important to them, less than five per cent had done anything about analyzing the specific effects. Running true to human-form, all most of them had done was complain.

Miss Hogan's work has made many a successful busi-

SALES MANAGEMENT

FIVE LOCALLY-EDITED Sunday Magazines

GIVE YOU THE

Local Touch

... AN INDISPENSABLE INGREDIENT
FOR HIGH READER INTEREST

To the right is an example of what we mean by THE LOCAL TOUCH. Every Sunday in the year the Sunday Magazines of *The Times Picayune New Orleans States*, *Atlanta Journal*, *Columbus Dispatch*, *Louisville Courier-Journal* and *Nashville-Tennessean* are tailored to measure for the people who read them.

Here are media with all the proved advantages of local news and local pictures PLUS the facilities of attention-compelling color gravure. Result: a phenomenal readership of five times the circulation and a media buy that's hard to beat.

These five locally-edited Sunday Magazines are now available in any combination or as a complete, convenient package with one order—one piece of copy.

For the Space Buyer's note book: 1,000-line page size—monotone, duotone or full color—buy them individually or as a package.

Just contact anyone at Jann & Kelley, O'Mara & Ormsbee, The Branham Co., Sawyer-Ferguson-Walker Co. or write Standard Gravure Corporation, Louisville 2, Kentucky.

MOTHER CONFESSOR TO MILLIONS
By Dorothy Dix

Dorothy Dix, America's best-loved newspaperwoman, is New Orleans' own Elizabeth Gilmer. This May marks the golden anniversary of her column which she first wrote for *The Picayune*.

THIS May the Dorothy Dix column celebrates its fiftieth birthday. That makes it the oldest newspaper column in the world that has had the same editor during all of those years, and the only reason that it has survived the vicissitudes of the printed word as long as it has is because it has dealt with the one subject that never grows old nor stale.

And that is the human relationship. Every time a baby is born, every time a little toddler says a smart thing, every time a boy meets a girl, every time a husband and wife have a quarrel, it is just as new as the first time. It is just as new as the first time.

And despite all the wisdom of the ages, no one has ever yet found the answer to the problems of life. Science has cracked the atom, but no one has yet cracked the atom of the human mind. It is why people continue to read what is written in the columns of Dorothy Dix. They are hoping against hope that some day they will find the answer to their problems.

Little, however, did I suspect all of this when, as a young girl, I began to write a column for women for the *Times Picayune*. I had never been in a newspaper office before. I had never seen a real editor. I had not the remotest conception of what a printing press looked like.

I only knew that I had been practicing for years with a pencil in my mouth and a quill pen in my hand. I had written a column for women for the *Times Picayune* for years. I had written a column for women for the *Times Picayune* for years. I had written a column for women for the *Times Picayune* for years.

Elizabeth Gilmer, known to millions as Dorothy Dix, began her column in 1894. She has since then written a column for women for the *Times Picayune* for years. She has since then written a column for women for the *Times Picayune* for years.

Locally-Edited Sunday Magazines

IN FIVE MAJOR MARKETS WITH OVER
1,100,000 TOTAL COPIES WEEKLY

ATLANTA JOURNAL
COLUMBUS DISPATCH
LOUISVILLE COURIER-JOURNAL
THE NASHVILLE TENNESSEAN
TIMES-PICAYUNE
NEW ORLEANS STATES



“... but I’ve just gotta
have that old copy of
SALES MANAGEMENT!”

Maybe this has happened to you.

Maybe some information you needed—and in a hurry—was in a back issue of **SALES MANAGEMENT**, but *nobody in your office knew where the issue was*, and you couldn’t wait for the publishers to mail a copy (if they had any left.)

If you’re interested in the best possible answer to this problem, we can help you out . . . with the same solution used by our own staff.

SALES MANAGEMENT has available a number of special reinforced black leather binders for filing back issues. *Each of these will hold thirteen copies of SM (a six month’s supply), protect them fully from wear and tear and make them easily accessible at a moment’s notice.* The name **SALES MANAGEMENT** is gold stamped on the back of each, and their appearance is a credit to any office.

Our own staff, after trying any number of different binders, has found these ideal in keeping back issues available for ready reference.

The price is \$2.50 each and your order will be filled promptly.

Sales **MANAGEMENT**

386 Fourth Avenue, New York 16, N. Y.

ness man bat his eyes, brought immediate recognition from the American Meteorologist Society, and from Arthur D. Little, well-known chemical engineers. Miss Hogan temporarily filed away her idea for the business she has founded under Must-Do.

“Clearly,” she decided, “the businessmen need me.”

The organization is adamant that it’s not out to perform miracles of weather forecasting. As a matter of fact it’ll get its weather news from the same sources which are available to anyone. The originality comes in the fact that Weather Advisers intends to interpret weather forecasts in terms of its clients’ needs. It will telephone clients whenever a change affecting their business is in the cards. For instance—public utilities are weather-nervous. A cloudy day, and early dusk means that people will switch on lights earlier than usual. Dry cleaners do a terrific business after a shower. On warm days bakeries sell fewer coffee rolls. And so it goes.

The Boston Triumvirate, which makes up Weather Advisers, says that there is a definite place for them—think commercial interests are in for an eye-opener when they realize the value of alert weather advice.

Backward Look

Customers and salesmen who recently walked into the lobby of Brown and Bigelow’s Remembrance Advertising plant in St. Paul might have thought they’d strayed into the wrong century! Instead of being confronted by the familiar bronze statue and the large window which looked into the teeming press rooms, they found themselves smack in the middle of a Gay Nineties parlor.

Two maidens, gowned in 1896 glad-rags (even to the whale-bone corsets) sat behind a Victorian coffee urn and served each visitor a cup of coffee. A mother-of-pearl and rosewood shelf clock ticked off the minutes with Victorian languor. The meaning-of-it-all—Brown and Bigelow was celebrating its 50th Anniversary!

Once the visitor, fortified with Java, recovered from his shock, the young ladies showed him around. What he saw was an authentic period room whose focal point was a heavy-pedestal, marble-top table graced with a Battenburg cover of handmade crocheted lace and in whose center was the coffee urn from which he’d been poured his cup that cheers. On either side of the table was an Empire chair (rosewood) and a paisley-covered love seat (also rosewood) of chip-carving design. A kerosene lamp (shades of Grandmother’s hand-embroidered anti-macassars!) with a Stefonshire vase comprised the room’s lighting. (Victorians shunned light like the plague—remember those beaded lamp shades?) The walls were right in character. The pièce de resistance was President Ward’s antique—burlap and panel wainscoat and colonial wall paper. Swiss music box which played appropriate music all day long.

When the customers finally left (and the place was jammed with people, who hung around like Spanish moss, swilling coffee) they had a deeper appreciation of Brown and Bigelow’s venerable past. As a matter of fact one salesman who had missed the exhibit turned up, out of breath, as it was being dismantled and demanded that the carpenters “hold everything” till he had seen what he’d missed!

SALES MANAGEMENT



DON ALEXANDER, JR., new vice-president of Alexander Film Co. and AlexItE Engineering Co., a subsidiary.



HOWARD L. CLARY appointed general sales manager of the Norge Division of the Borg-Warner Corp.



L. J. GUMPERT, former director of sales, becomes vice-president in charge of sales, B. T. Babbitt, Inc.



MELVIN RIVARD has been announced as new vice-president and general manager of the Milkmaid Cosmetics, Inc.

NEWS REEL



CARLETON HEALY, after 12 years service, becomes vice-president and director of Hiram Walker & Sons, Inc.



FRANK A. RUDOLPH is elected vice-president in charge of sales of the Ripley Co., Inc., of Torrington, Conn.



WESTINGHOUSE ELECTRIC APPLIANCE DIVISION new appointments: merchandise managers Robert E. Dobson of the Vacuum Cleaner Department and James E. Crum of the Table Appliance Department.



RAY G. HAMANN is appointed sales manager of the Electric Shaver Division of Remington Rand, Inc.

Here is a reliable measure



STATE OF MICHIGAN

	Worthwhile Plants	Plants Reached By M. & F.		Copies of M. & F.
Rated over \$1,000,000	383	383	100%	940
\$750,000 to 1,000,000	83	83	100%	135
500,000 to 750,000	97	97	100%	164
200,000 to 500,000	170	170	100%	239
75,000 to 200,000	217	217	100%	248
Others	?	448*	100%	616
Total	950	1,398	100%	2,242**

*These are mainly the important unrated plants.

**Tests show each copy of Mill & Factory is read by 5 or 6 plant executives.

THESE VALUABLE REPORTS ABSOLUTELY FREE!

Test the accuracy of your own prospect list by comparing it with these MILL & FACTORY Survey Reports! The Michigan Survey as well as surveys of other industrial areas will be gladly sent to you. Write for your free copies.

MILL & FACTORY



IS VOLUME CIRCULATION
ALWAYS THE
IMPORTANT FACTOR ?

Ask the GRIT Representative

*Are you Keeping me
out in the Rain?*

This happens *so* often to me! And I really shouldn't be left undercovered! But so many folks use a big volume schedule of "urban" publications that gives them excellent coverage in five of the "Big Six" Markets...but leaves my important market, Small Town America, undercovered.

And the solution is *so* simple. To reach Small Town America effectively, you must use GRIT, the only national publication that puts 75% of its circulation into towns of less than 2,500 population.

Ask your GRIT representative to show you the complete analysis of the "Big Six" Markets.

Look for the
IMPROVED, POSTWAR
GRIT

It's more than ever
SMALL TOWN AMERICA'S
Greatest Family Weekly



GRIT PUBLISHING CO., WILLIAMSPORT 3, PA.

with more than 550,000 circulation

WATCH FOR THE 1946 GRIT READER SURVEY... OUT SOON!

**"BETTER
THAN
AVERAGE"**



**108,500 Readers... Each With
\$1,180 To Spend.**

Where can you find coverage like this in *any* city zone, *anywhere*? *Pantagraph Land* includes wealthy McLean County, one of the top 620 of the 3,068 counties in the United States... in retail sales (\$665 per capita), in sales potential, in wholesale sales, in value added by manufacture, in value of farm production, in population.

The Daily Pantagraph has exclusive exceptional coverage in this wealthy market comprised of prosperous McLean County and portions of 8 adjacent equally rich, prosperous counties. Here are the ABC coverage figures: Bloomington city zone, 93%; McLean County, 86%; trading zone, 73%. Quality coverage in a quality market!

FOR 100 YEARS



[20]



In the canned-goods drive for the starving millions of Europe and Asia, it's time somebody came up with an obvious slogan: "Tie a can to hunger."

Herbert Dickson, of Charleston, W. Va., tells me about a hill-billy proprietor who points to a penciled sign over the bar when anyone tries to put the bite on him:

—1946—
RESOLVED

I will lend
No Body
No Money
No Time
No Place
No How!

"Do you think he means NO?", Dick asks.

Our comment here, "Even pugilists shake hands," reminds Tup Way of Dave Colcord's title for an article: "Shake Hands and Come Out Selling." Tup further says Sloan should call its liniment "Aye," and follow with "... *there's* the rub." For an anti-freeze, he offers: "Cooling all cars!"

Feeling that the suspense bogged down about half way through Eric Remarque's "The Arch of Triumph," Orville Reed wrote this rhymed review:

The Arch of Triumph
To me was shy umph!

"More of everything you want, with Mercury."—Headline. Venus had her points, too.

Wonder where Shredded Wheat ever got the idea that you should eat *two* of them at a sitting? One ought to be par for the course.

I asked Smitty, four feet of freckles, why he chucked his job with our local huckster. "He *slaves* you too much," he said.

Fitting a turtle with tortoise-shell glasses is adding insult to visual acuity.

Sometimes I wonder if the honey-bees are on strike, too. I honey-comb

the stores, but not a drop of nectar do I find.

It's so obvious, someone must have suggested this slogan: "Get your bearings with Timken."

HEADLINE PARADE

Making merry-go-rounds merrier! — *Bohn Aluminum and Brass Corp.*
High Adventure.—*Trans World Airline.*
Choose your cheese.—*Article in "Seventeen."*

TNT for two.—*Woodbury's Facial Soap.*
Only 2 hours from the office... but 200 miles from care.—*Seabee (Republic Aviation).*

Mama's in the "moo-vies."—*National Dairy.*

Silence shot from a gun.—*Keasbey & Mattison Asbestos.*

Did you ever see a dream burning?—*The Home Insurance Company, New York.*

Lovers of cheese... Attention, please! —*Borden's.*

Magna Cum Breathless.—*Listerine.*

Funny Coincidence Dep't: "Sometimes familiarity breeds content."—Louis Hirsch in the *Satevepost* for May 18, 1946. "Contrary to the old adage, familiarity with the *right* products breeds content."—*The Scratch-Pad* for Sept. 1, 1935.

And in the *Post* for May 11, 1946, this Louis Hirsch (whoever he is) said: "The easiest way to lose ground in an argument is to throw mud." The *Scratch-Pad* for March 1, 1946, said: "Always remember that mud thrown is ground lost," crediting it to *Pipe Lovers Magazine*. Huh!

Bob Mason, who used to write copy for me, is now director of advertising & public relations for National Skyway Freight Corp., Los Angeles. That's "The Flying Tiger Line" you read about in *The Reader's Digest* and *SM*. Bob is also author of a book on how to write letters that land jobs.

"Van Raalte's First-Quarter Net Expands."—Headline. By "net," they don't mean Van Raalte "veils," for which I wrote copy in what now seems like prehistoric 1914.

After writing that squib on the non-existence of honey in the stores, I managed to pick up a jar ("Limit

SALES MANAGEMENT

FOUR (out of five)
leading department stores
 choose
WGAR
 in Cleveland

The Halle Bros. Co.

Taylor's

The MAY Company

The BAILEY Co.

These retail neighbors know their way around Cleveland radio. They buy more than two hours daily over WGAR. Specially-built programs . . . PLUS wide-awake promotion . . . PLUS listeners who have a high regard for "Cleveland's Friendly Station" are paying off for those who use this station.

National advertisers are in good company when they advertise on WGAR.



Free Speech Mike says:
 "Sales mean production . . .
 and production will keep
 America great."

JULY 15, 1946

[21]

Have you discovered THE SIOUX CITY MARKET?



- ★ Woodbury County, home county of Sioux City, Iowa, has the highest effective buying income per family in the State of Iowa.
- ★ Woodbury County also ranks THIRD highest in the nation in effective buying income per family.
- ★ Davison County, South Dakota, which lies well within Sioux City's A. B. C. Retail Trading Zone, ranks SECOND highest in the nation in effective buying income per family.
- ★ Sioux City which ranks 118th in population in the United States is 24th in the nation in per capita effective buying income.
- ★ These statistics certainly emphasize the importance of the Sioux City market. Surely no other section of the country enjoys such an outstanding relationship between income and population.

★ All figures from Sales Management's 1946 Survey of Buying Power. Further Reproduction Not Licensed.



The Sioux City Journal JOURNAL-TRIBUNE

SIOUX CITY, IOWA

GENERAL ADVERTISING REPRESENTATIVE
JANN & KELLEY, INC.
NEW YORK — CHICAGO — DETROIT
ATLANTA — SAN FRANCISCO

1") in the Penn Fruit Company's new Philadelphia store. What a grocery-store *that* is!

Writes Bob Stokes: "Dear Harry: Tessie O'Paque may think that Syntax is moral legislation originating in the House of Representatives (see *Constitution*), but copywriters for publicity-firms . . . well, two anyhow . . . don't know what it is at all; and you can't tell 'em, either, and what can you and I do about it?"

Cynical friend of mine says he can't understand the furor created by the so-called ball-point pen. He says a piece of buckshot rolling in graphite makes it a pencil, not a pen, so he refers to it as a "grease-ball."

The familiar beer-posters with the billy-goat were missing again this Spring, come to think of it. Scant encouragement for the fellow who likes to curl up with a good bock.

Ponce de Leon Dep't: "Love-Lite, the lamp that burns and mildly perfumes the room."

Prosthetic dentists will have more patients when they show more patience.

Nrr—"The stories that old cluck tells are pretty silly."

Wrr—"Yeah; he's in his anecdotage."

Tessie, the master-mind, thought Iron Lung was a Chinese laundryman.

"There is no rule or precedent which guarantees a columnist that everything he writes shall be printed. It can be deleted for any number of reasons, including libel, bad taste, error of fact, poor writing, illogical reasoning, cockeyed ideas, etc."—*Editor & Publisher*. Check, but a cockeyed idea once in awhile is to be expected.

Wolf-version, according to LeRoy Miller: "I'll Be Seizing You."

Briddell of Crisfield is celebrating 50 years of craftsmanship in tools, and has issued a dandy souvenir-book commemorating this golden anniversary.

It might be fun to get a flea-powder account, and start from scratch, you might say.

"Fresh eggs for sale, nest to you," reads a sign on the gate to a nearby farm. Nest to you, too!

T. HARRY THOMPSON
V. P. & Copy Director
Lamb, Smith & Keen, Inc.

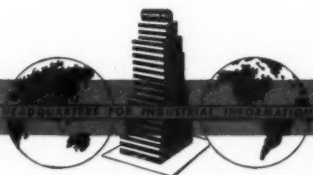
SALES MANAGEMENT

thin taste it ?

Puny advertising schedules . . . sliced so thin nobody can taste 'em . . . have no place in today's BIG job of advertising your products to industry. And that's not baloney (in spite of what holds the rapt attention of the irate gent over yonder)!

Industry is hungry today and your advertising should have real meat and weight in it to attract your share of customers. Industry is hungry to the tune of about 4½ billion dollars of contemplated investment in plant, equipment, and alterations alone. A market to challenge your best efforts if there ever was one!

Industrial markets are clearly defined. The men you have to sell are all sorted out for you. You can beam the full impact of your sales story direct to them in the magazines they read regularly to keep on top of their jobs. McGraw-Hill publishes the kind of magazines big buyers read.



ASK THE MCGRAW-HILL MAN about all the extra (often exclusive) services McGraw-Hill provides to help you sell your product . . . to help you make your advertising more effective. Right now, for example, a brand new edition of "The Pulse Beat of Industry" is available to interested executives.

COMPANY, INC.

Headquarters for Industrial Information
330 West 42nd Street, New York 18, New York





**INTERNATIONAL
MILLING COMPANY**

buys WOC for the

QUAD Cities

(DAVENPORT, ROCK ISLAND
MOLINE, E. MOLINE)



Since 1943, Hooper and Conlan surveys have shown that only WOC delivers the Quad-Cities — the largest metropolitan area between Chicago and Omaha; and between Minneapolis and St. Louis. It's the 40th retail market in the nation, with approximately 218,000 population.

ACCORDING TO
HOOPER THE
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IS DELIVERED ONLY
BY
WOC
DAVENPORT, IOWA
B. J. PALMER, President
BURYL LOTTRIDGE, Manager

BASIC AMERICAN NETWORK
5000 WATTS-1420 Kc.
FREE & PETERS, INC., National Representatives

Washington Bulletin Board

Readers are invited to submit inquiries on Washington problems to this department. No charge or obligation. Address Washington Bulletin Board, care SALES MANAGEMENT.

Presidential Trade Views

Is anything being done to stimulate foreign trade for the future?

President Truman has appointed a committee of industrialists and bankers to work in cooperation with the National Advisory Council to set up a plan for a revival and expansion of former foreign trade.

However, the President emphasizes that future foreign trade "must in the long run be privately handled and privately financed if it is to serve this country and world economy."

President Truman added: "It is true that for the immediate present, governmental help is needed in order to get our foreign trade under way. But I am anxious that there shall be the fullest cooperation between the governmental agencies and private industry and finance. Our common aim is the return of our foreign commerce and investments to private channels as soon as possible."

Industry Can Build Soon

Is the housing program far enough ahead to forecast when restrictions on sales of products to other users will be lifted?

The Wyatt program is now utilizing funds awarded to it to make it worth while for certain producers of scarce materials to step up their production. However, it is expected to be some months before this increased production will take care of the housing needs and leave some over for other industry.

Civilian Production Administrator John D. Small has predicted that the housing goal will be met this year without curtailing other essential construction and indicated that by the end of the year, definitions of "essential" construction will be eased. At the present time two out of every three applications for non-housing construction permits are being turned down.

Criticism of CPA's liberality in some cases may result in a tightening up shortly even with the easement promised for some months away.

On the other hand, Administrator Small has pointed out that industrial and commercial work must go forward as soon as possible, not only to take care of the needs of commerce but

also to provide job opportunities. As he says: "The veterans need jobs as well as homes."

Surplus Picture

Is it true that the big companies are grabbing all the worth-while surplus materials?

War Assets Administration is working out two programs that may affect both the disposition of surpluses and the way in which they will compete on the market.

First, scarce equipment is to be divided so that large contractors may retain only 25% of Government-owned machinery, unless the contractor employs fewer than 500 persons. This is designed to effect wide distribution of Government-owned production equipment and materials, both before and after the declaration of surplus, and according to WAA "to strengthen the competitive position of small business concerns."

Second, the first contract calling for a private organization to inventory and sell surplus property has been signed by WAA and the George Fuller Co., New York City. Under it, the company will receive \$300,000 for liquidating two large sites holding about \$250 million value in surplus goods.

There is still some question as to the legality of the process in view of an earlier decision against payment of WAA commissions to private organizations. However, an opinion is being sought from the Comptroller General.

Many in Washington feel that unless some plan is worked out for private business to take over the muddle, surpluses will remain on the market for years.

However, WAA has stepped up its sales with a new high selling record of \$808,000,000 worth of goods sold during May for \$223,000,000.

Women in Industry

Are there more women workers in the labor market than before the war?

According to the Census Bureau, three million women have dropped from the labor market. However, latest Government figures show 15,780,000 employed and 510,000 looking for jobs.

It is estimated that about half of the women who went to work during the war effort still have jobs.

SALES MANAGEMENT

ADVERTISING ALLOWANCES REPORT

**CERTIFIED USAGE AND COST REPORT ON DEALER ADVERTISING OF
BLANKO PAPER MILLS PRODUCTS** Period: JAN. - FEB. AND MAR. 1944

Account		Publication		Date		Lines		Rate		Cost	
A & P		Central Western Div - Detroit Wks		Total in Quarter on Date		Lines		Rate		Cost	
Over 20,000 pop	News	7	21	4 H	14 H	2	9	16 H	3 H	71	44.15
WCH	Detroit	28	28	4 G	4 G	15	15	30 H	3 H	71	44.15
Times		7	21	4 H	14 H	11	11	16 H	3 H	66	38.00
		28	28	4 G	4 G	25	25	30 H	3 H	66	38.00
Ann Arbor News		7	21	4 H	14 H	4	4	16 H	3 H	96	6.66
		28	28	4 G	4 G	11	11	30 H	3 H	96	6.66
Flint Jour		7	21	4 H	14 H	4	4	16 H	3 H	82	8.20
		28	28	4 G	4 G	11	11	30 H	3 H	82	8.20
Pontiac Press		7	21	4 H	14 H	4	4	16 H	3 H	96	16.36
		28	28	4 G	4 G	11	11	30 H	3 H	96	16.36
Form'd		7	21	4 H	14 H	4	4	16 H	3 H	94	9.40
		28	28	4 G	4 G	11	11	30 H	3 H	94	9.40
										\$266.36	

A & P (DETROIT WKS) - CENTRAL WESTERN DIV

Promotes harmony with dealers—many “chains” buy this ACB Service

Want to rid your organization of collecting, checking, measuring, and verifying your allowance advertising? Want all this detail handled *accurately, promptly, and responsibly* and sent you ready for payment? ACB supplies this in its Advertising Allowance Service.

The ACB Advertising Allowance Service saves bickering between advertisers and their retail accounts due to discrepancies in records. ACB holds all tear sheets involved until your payment has cleared between you and your cooperating advertiser, thus giving you proof of accuracy of your Allowance statements.

This Advertising Allowance Service is offered in either complete or limited coverage.

In both the food and drug field, chain stores, supermarkets, and independent dealers approve this method of paying advertising allowances, which has been designed to fully meet all requirements.

Many “chains” are among our subscribers who in turn use our service to furnish proof of performance on their cooperative advertising contracts.

SEND TODAY!

for a 20-page Catalog describing and illustrating the 12 helpful services which ACB will furnish to merchandisers. Gives details of cost, coverage, list of users, etc.



The
**ADVERTISING
CHECKING BUREAU
INC.**

GENERAL MOTORS NEW PLANT SITE IN LOS ANGELES...

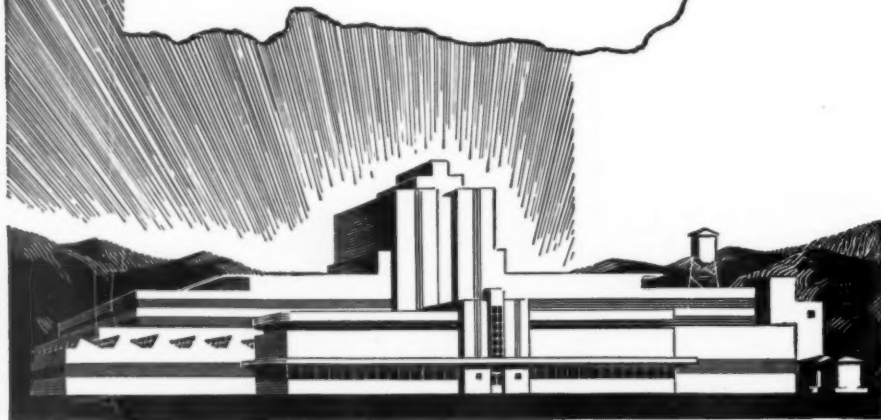
Purchase by General Motors of a 125 acre site in San Fernando Valley—one of the ten industrial areas in Los Angeles—for a new Chevrolet assembly plant is further evidence of the strong pull that Los Angeles exerts on American industry.

With this latest addition, Los Angeles assembles 13 makes of cars against 14 for Detroit. More than ever, Los Angeles is the Nation's Number Two automobile center.

All industry can profit by the example of the highly competitive automobile industry. These companies* found it desirable to locate branch plants in Los Angeles because this city offers more in markets... in quantity and quality of labor... and in preferred living and working conditions than any other city in the West.

Los Angeles is moving ahead with seven-league strides but there still is time to get in step with our industrial progress. Let us tell you the whole story.

*The Los Angeles metropolitan area now includes facilities and plans for assembling these makes of cars: Buick, Chevrolet, Ford, Frazer, Kaiser, Lincoln, Mercury, Nash, Oldsmobile, Pontiac, Plymouth, Studebaker and Willys-Overland.



Los Angeles City-Owned DEPARTMENT OF WATER AND POWER

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"Serving the water and power needs of 1,805,687 citizens"

Los Angeles



IN THE WEST



IN YOUR INDUSTRIAL FUTURE



Write today for this 40-page book of facts for business executives. Address Department of Water and Power, 207 So. Broadway, Los Angeles 12, Cal.

Extend FTC Operations

There are reports that the Federal Trade Commission wants authority to make its investigations on an industry-wide basis and to lay down rules which would govern all companies in a given line of business or trade. If this is true, what is the status of this plan?

Apparently this authority already exists and FTC is now hopeful of getting extra funds to carry it out. At present FTC conducts investigations of individual companies, but has convinced the Bureau of the Budget this is a slow and inequitable method. So it now proposes industry-wide investigations and uniform corrective actions—in other words, simultaneous investigations as to all members in a given line of business.

FTC also proposes to initiate trade practice conferences on its own behalf, instead of waiting for an industry to request one, as now. The Commission says that establishment of trade practice rules would thus be made more prompt, equitable and economic. FTC estimates it would use 341 people, part-year basis, during fiscal 1947 to carry out these programs.

Both the Budget Bureau and President Truman approved a request for \$857,000 for these purposes. The recommendation is now in the hands of the House Appropriations Committee, but it was not felt that the House would get around to action on it until after its summer recess.

Taxes in Election Year

Will taxes be continued at the present rate?

Administration forces have urged that tax rates remain high. However, Congressmen are being urged by business interests to provide more relief for both corporations and individuals. It is expected that electioneering will emphasize this point.

It is generally recognized that taxes must be maintained to care for the high rate of interest on the national indebtedness but more and more pressure is being put on the desirability of cutting down Federal expenditures. Watch for demands for decreasing the number of government employees and diminishment of government control boards to get out of the preliminary talking stage within the next two months.

At the same time, political pressure in a political year may induce action on lowering taxes even though legitimate costs remain high after such reductions.

JULY 15, 1946

Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending July 15, 1946

Will Prices Soar?

PRICE INCREASES ARE INEVITABLE. They can conceivably be a cause for good if they are held within reasonable limits and if they stimulate production. More goods, produced on a mass production basis, will cut manufacturing costs and intensify competition—and the price level will start down again.

An increase of 10%, if accompanied by greatly increased production, might not sow the seeds of a disastrous drop, such as we had in 1920 and 1921; the country *might* stand an increase of 15%. If prices should soar another 20% or more, we'd all better start running for the nearest exit.

We would all be a lot better off if savings were more evenly distributed. A national business magazine said recently "The boom is now everywhere. It is evenly spread throughout the Nation. Never were there so few exceptions to a high, almost balanced, level of prosperity. This condition has never before been obtained in the U. S. either in good times or in bad. It is true in all ways—all the U. S. is short of beer, all the U. S. has plenty of cash."

That summary of conditions is not borne out by a survey conducted by the Federal Reserve Board, a nationwide sample survey on the distribution of liquid-asset holdings among a representative cross-section of all the households in the Nation. The survey was made in the first-quarter of 1946.

The results show a concentration of personal liquid asset holdings far greater than most of us have believed to be true. Liquid assets as used in the survey include Government bonds, savings accounts, checking accounts.

Fifty percent of the spending units (families pooling their income and self-supporting individuals) own 97% of the total, leaving only 3% for the bottom half. The top 10% owned 60% of all liquid assets. The bottom 50% actually showed net "dissaving" equal to 11% of all net savings for the year.

A somewhat similar distribution was shown in the report of all money income, where the top 50% enjoyed 78% of the total. This distribution of income, however, does not allow for personal income taxes paid by any of the groups.

It seems to have been a carefully conducted survey and there is no basis for challenging the accuracy of the figures. While it does not include all forms of savings such as insurance and securities, it doubtless reflects the total fairly accurately.

It proves this conclusively: *Unless the bottom half of the Nation's spending units is employed at high wages, there will be little buying in the mass market except for the bare necessities of living.* Without savings to draw upon, the bottom half can buy homes and consumer durables only by going into debt.

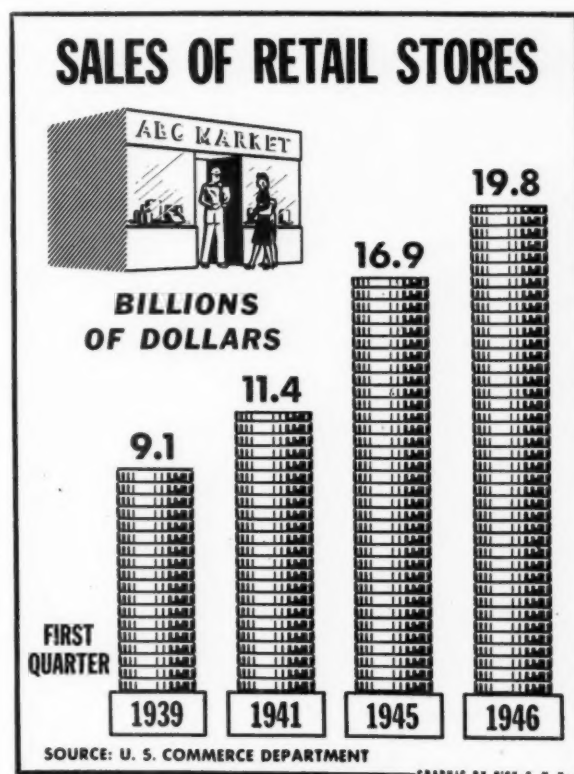
JULY 15, 1946

To that bottom half the price level is of greatest importance. Purchasing by them is essential to the mass producer and distributor. The first signs are appearing that many of those people are being priced out of some markets, including the home building market, even before prices start what may be their real rise. Quite naturally we hear more and more talk of a buyers' strike. There may be quick profits lurking in a run up of prices, but that road leads to the precipice of a buyers' strike and it is always a long drop to solid ground again.

Retail Sales Dangerously High

CURRENT SALES REPORTS of the Government, the Federal Reserve Board and Dun & Bradstreet reveal a picture which is fundamentally unsound, if one can assume, which I do, that the increases are based far more upon an upping of price than an increase in the units sold.

The latest Department of Commerce reports show that the dollar sales of independent retailers were 40% higher in April of this year than the same month last year, and that dollar volume for the first four months was 22% greater than for the same period of 1945. Naturally one expects a big increase in the dollar volume for the durable goods trade. Most of those increases come from a higher level of production. But the sales increases for food and clothing stores reflect higher prices only.



This would be great news if it meant an increase in unit sales; unfortunately it refers to dollar volume.

Income has not increased this year. For the first four months it was down 4% from last year, but that probably is the penalty paid for strikes. Salaries and wages are actually down 14%, but dividends, interests, rents, entrepreneurial income and agricultural income are all up.

Whether we are down or whether we are up of course depends a great upon the yardstick which is used. An interesting study has just been released by H. R. Failing of the Portland, Ore., *Journal* which measures post-war payrolls as compared with wartime peaks and pre-war payroll volume.

The newspaper obtained payroll reports from Portland banks and made a cross-check against payroll reports issued by the Oregon State Industrial Accident Commission. The figures show that payrolls in that area have dropped by almost one-half from the level obtaining in March, 1943, but—and *this* is the significant part—the current payroll figures (the net, or take-home pay) are slightly more than double the amount which were paid in summer of 1941.

This particular survey has some valuable information to advertisers on when payrolls are paid. Ten days of the month are outstanding: 1st, 5th, 7th, 10th, 15th, 20th, 22nd, 25th, 26th, and the last day of the month.

By days of the week Friday is dominant, three times as large as Tuesday, which comes second. Thursday, Wednesday and Monday follow in order, Saturday is the low day.

Big Business Can Lead

THE LARGE CORPORATIONS have a great opportunity to establish themselves as friends of the public by refraining from jacking up their prices. The first reactions to the killing off of OPA, coming from large manufacturers and retailers, was very good.

As a matter of fact, their record during OPA was generally exemplary, but lack of a good public relations policy has caused the lack of understanding on the part of the public. The cost of an automobile when it left the Chrysler Corp., or a side of beef when it left Armour's was exactly what OPA said it should be. But by the time the automobile or the pound of beef entered someone's cost of living, all sorts of things happened to that price.

The great industries have a more far-seeing regard for future markets than most small businessmen, which is one reason they are not likely to be unreasonable in their price increases, and they also know that any sign of profiteering or the accumulation of unjustified earnings would invite demands for additional wage advances.

The trouble has been that they haven't been able to control the small guy. Chrysler and the others have not to date controlled all of their dealers. The dealers haven't been able to control all of their salesmen.

While the supply remains far short of the demand it would seem to be a good time to exert greater police power over distributors and wipe the offending ones off the scene. The public would be heartened to know that the big corporations are really sincere in trying to hold actual prices (not just list prices) down. Right now most people think that all elements in the distributive process are working hand in glove to gyp them.

Advertising can play an important part in giving to the

public an understanding of the policies and practices of manufacturers and distributors. Many of the big retail stores are currently doing a *good* job; very few manufacturers show any evidence of sensing the need.

Our Changing Class Structure

SOCIAL SCIENTISTS of The University of Chicago have released a study on class groupings in the country. Left-wingers have made sweeping and reckless generalizations regarding the "proletarianization" of the population, or have talked of the sharpening of class lines, the growing rigidity of the class structure and similar cliches.

A study of Census figures indicates a totally different picture. Here are the basic trends in summary fashion:

1. A relative decline in the proportion of the "working class" to the total gainfully employed. 2. An even sharper relative decline in the proportion of industrial workers to the total gainfully employed. 3. An absolute decline in the agricultural population, particularly independent farmers. 4. An increase in small business enterprises.

And 5. A spectacular rise in the proportion of technical and managerial employees. 6. Continued growth in the number of clerical and kindred workers, but with the rate of growth slowing down as office machines multiply. 7. An increase of professional men, especially with the extension of the sciences. 8. An increase of semi-skilled workers, who shortly will become the largest group among the working class. 9. A decrease in relative proportion among unskilled workers.

Lever's New Setup

CHARLES LUCKMAN, new president of Lever Bros. Co., has announced an interesting and sweeping reorganization of the top executive personnel of the company. Hereafter the entire operation will be divided into five departments headed by five new vice-presidents.

The divisions are consumer research, advertising, finance, sales and production. It is believed that Lever Bros. is the first company on record to place consumer research on a par with the other four departments.

Remember Any of These Names?

DO YOU RECALL Acadia — Adelpia — Aldo — Anchor — Aristos — Astra — Aultman — Avery — Babcock — Bacon — Bailey — Ball — Barley — Bates — Bee — Benson — Bimel — Blaisdell?

They are a few of the A's and B's picked at random from a roll-call of the horseless carriages involved in connection with the 50th Anniversary of the automobile.

Today's automobiles have 2,500 ancestors. Page after page of small type is taken up in a booklet compiled by the Automobile Club of Michigan to list the names of automobiles which were introduced to the American public during the last 50 years.

Where are they now?

Bad cars? Bad selling? Bad advertising?

PHILIP SALISBURY

SALES MANAGEMENT

"I believe this training program for top executives is important to General Foods and the people whose careers lie with this corporation. It will help many to attain greater development and use of their abilities . . . if we don't get our money back out of this, our management ought to be fired."

—Austin S. Iglehart.



How General Foods Gives Management Training to Top Executives

The aim of this unusual school for "brass hats" is to broaden and deepen each man's grasp of management fundamentals and company operating methods. It prepares the best men for major promotions. "It's well worth what it costs," says the G. F. president.

BY AUSTIN S. IGLEHART

*President
General Foods Corp.
New York City*

NO doubt a good many big companies are like General Foods in at least this respect: They fully realize that it would be a fine thing if every one of their top executives possessed a deep, broad knowledge of all of the basic principles and operations of *every part* of their own businesses . . . a full understanding of the job of every chief in their organizations. Some of these companies are doing something about it. General Foods is conducting a training course for its top echelons.

After more than a year of careful planning we started, on March 18, 1946, a course in management fundamentals and specialized company functions for 44 of our top men. In groups of 10 or 12 they devote to it one week each month for four months. The first two groups have finished the course. Other groups are part way through. Interest is high; attendance is voluntary—and time-consuming, too, for busy men with big responsibilities—but absences have been rare indeed. Some of these executives are

saying: "How I wish I'd had this training long ago! What a lot of time and mistakes it would have saved me!"

They are good men or they wouldn't be where they are today. They came up through sales, or manufacturing, or finance or some other special line. Such men just cannot have learned all they need to know about fundamental management techniques or about research, traffic, advertising, public relations, law, personnel work, purchasing and so on across the list of corporate functions.

They are what we call "general managers" in this corporation. They may be presidents of subsidiary companies or heads of major departments. They are the top management group of the General Foods Corporation.

In the first week of this project in executive development these men get a close look at management fundamentals. Clarence Francis, chairman of the board, discusses "Management Attitudes" so that they can see some of the methods of handling people that

he has acquired by experience. The president talks of "The Scope of the Management Job." Outside experts treat the basic principles of planning, organization, control and coordination. Then follow group discussions of case examples from both General Foods and other companies' experiences. A great deal of attention is given to "Conference Methods in Consultative Management" under a specialist.

The second, third and fourth weeks are devoted to meetings on specialized functions of our own corporation. The vice-president in charge of each function directs his own meeting. This enables every man to understand better how each part of the corporation operates, why it operates that way, the standards of judgment to be applied, and how and when to make best use of General Foods specialists in all the departments.

These functional meetings are most important. They clear up a good many misconceptions. They bring line officers in close contact with staff. They get all the top men of the corporation closer together. It all makes for better teamwork and higher efficiency.

Although it is expensive for 44 top management men to devote four weeks to this training, I believe it is well worth what it costs. If we don't get our money back out of this, our management ought to be fired. We hope later to carry the same sort of training down to our second and third echelons. As a matter of fact, some of it is already carried down by these top executives themselves. They are supplied manuals containing transcripts of what happens in the train-

ing course—subject by subject. This is primarily for their own reference, but some of them are repeating parts of the training to their staffs.

Our training program grew out of a series of management meetings we had been holding. The idea was further stimulated by what we knew of the Army and Navy methods of continual training for topgrade officers. It wasn't an easy thing for us to work out. When detail planning started under Thomas G. Spates, our vice-president for personnel administration and Richard H. Moulton, training director—later succeeded by Gordon Van Ark when Mr. Moulton moved up to another assignment—we soon found we were almost pioneering. Nobody had put together in one package the content of the job of general management. We found no definite guide in management literature.

Accentuate the Practical

Aided by a firm of management consultants, our people dug for information in colleges of business administration, in the files of various management associations, in various other companies . . . everywhere. They came up with only fragments. Finally they evolved a complete plan from material and ideas supplied by corporation executives and outside men. It was approved by our executive council.

Because we were going to train men of stature, men bearing great responsibilities, the course had to be important, intensive and practical—not "classroom stuff." It had to be long enough to cover a great deal of ground, yet short enough to keep it from falling apart in the middle. Four weeks seemed essential. But these men could not leave their work for four consecutive weeks. Hence the one-month spacings. The plan called for five morning and afternoon sessions each week in New York City but not in General Foods offices. To avoid business distractions, quiet, comfortable quarters were provided elsewhere.

Time-organization and leadership had to be good. The material had to be expertly, pointedly presented and made interesting and *moving* with all sorts of visual aids including some skits. And we had to have a "faculty."

It took some searching to find properly qualified executives in other businesses fully able and willing to conduct the first week of the course—the main division dealing with executive leadership and the principal management fundamentals. We wanted them to be outside men so that our

FIVE STEPS OF A PROBLEM-SOLVING CONFERENCE



THE NINE FUNCTIONS OF THE CONFERENCE LEADER

1. Plans and prepares the program, the materials and the group for the conference.
2. Sets the stage—and starts the discussion.

own management group would feel more freedom objectively to accept or reject the principles presented. Finally we found the right men—men of practical experience who are authorities in their own fields of management.

They handle the subjects: "Planning," ranging from the comparatively simple job of a manager planning his operation for the next six months up to over-all, long-range corporation planning; the principles of "Organizing and Staffing;" "Controlling and Coordinating" in all their management phases.

In actual operation during the first week of the course, what happens is this: Each leader makes his presentation of basic principles for an hour or longer. Then comes a series of case examples in the subject—say "Planning." They are developed from the experience of the group by the conference method. This encourages the entire group to participate. Thus techniques of "consultative management" become a part of the training.

Since the average executive at the

top of any business has to do most of his work in conference (may spend as much as 65% of his time that way), it is vital that he know exactly how to run such a group meeting. If he knows how, he gets better decisions in less time with all of the advantages of *group* thinking over individual thinking.

As a specialist in this sort of training, we have Thomas Nelson of Rogers & Slade. He shows our groups how to plan a conference, how to start it, to get everyone taking part, to guide discussion and prevent "side-tracks," to bring it to a timely conclusion, and, incidentally, how to summarize so that everyone knows what was accomplished and feels that he has contributed. Mr. Nelson hammers home the five steps of a problem-solving conference: (1) the situation, (2) the problem, (3) all the possible solutions, (4) the *best* solution, (5) the summary. He also points out all the functions of a good conference leader. The continual practice our executives get by using the conference method in almost every day of the

3. Stimulates discussion—gets everyone to take part.
4. Guides the discussion—keeps it on the track.
5. Keeps spotlight on valuable contributions; prevents "side tracks."
6. Uses tact and friendly discipline in handling "Problem Members" and "Ticklish Topics."
7. Schedules and manages time.
8. Makes effective summaries.
9. Arranges for recording and reporting the conference; also arranges for adequate follow-up of conclusions and decisions.

course is one of the real benefits of the whole training plan.

When we get to the second main division of the course—specialized functions of General Foods—each group spends three weeks listening to the story of one functional operation after another. Here the "faculty" are our own company executives. Using various kinds of presentations they tell the why and the how of their own manufacturing, engineering, research, work simplification, collective bargaining, purchasing, personnel development, or other functions.

This is truly an education for top executives many of whom may not have thoroughly understood the job problems, the methods and the achievements of all the corporation divisions and activities. When they *do* get this understanding they can make better use of all the services and facilities that are theirs in the corporation. There is less friction.

For example, when Henry W. Sandberg, national sales manager of General Foods Sales Co., tells the story of his operation, he uses two large 50-

sheet "flip-flops" on easels, as well as maps, promotion books and many other "props." He makes a good show of it. Says he, at his opening: "This department has responsibility for providing a service to the product groups which will result in the sale, distribution and trade promotion of an agreed-upon, budgeted volume of our two types of products—Advertised and Special."

He shows the size of the sales job, comparing 1941 with today in units and dollars. He points out all the channels through which General Foods products are distributed—wholesalers, corporation chain warehouses, retailers, commissaries, special institutional wholesalers, wagon distributors. He depicts, with color charts, relative volume distribution among channels and the share of the national market secured for our own products. He describes the methods of long range forecasting and predetermining sales volume.

Mr. Sandberg clearly pictures the corporation's whole distributive organization from headquarters staff

specialists and our four divisional sales managers down through the field levels to the retail salesman showing how it all integrates and functions. He indicates that the whole sales structure is built around the district representative — the *real* General Foods salesman, the district boss who selects, hires, trains and supervises his group, who tailors promotion aids to suit his district needs, whose job description covers a multitude of duties.

The national sales manager also explains the General Foods "assigned product campaign" plan which constantly puts special promotional efforts on one product or another in one area or another, with such flexibility that it can be controlled at almost any level—national, regional, district—to fit any market need or opportunity anywhere.

Outline of Sales Objectives

After Mr. Sandberg has gone through his whole story of sales organization, planning, training, compensation and control, he closes: "We are organized to plan for and control services which will *keep goods moving and concentrate effort*. We are constantly improving our methods, strengthening and developing our organization to deliver *better* services on sales distribution and promotion."

By that time many a man in top management has a new appreciation of sales management. He sees clearly how sales fits into the other operations of General Foods. He then knows the sales chiefs of the corporation are not "a lot of prima donnas" but are operating efficiently under a plan that calls for sound management brains worthy of his confidence and respect.

I believe this training program for top executives is important to General Foods and the people whose careers lie with this corporation. It will help many to attain greater development and use of their abilities. It will improve executive leadership and skill by supplying better-rounded understanding of all phases of the management job.

In planning this project and providing this opportunity for learning and growth we look to the future. As the corporation grows we realize more and more keenly the problems involved in selecting and training capable leaders, for not all the things a balanced executive should know can be readily learned from the day-to-day job. It takes special study and extra application to get them.

(A report on General Foods executive training plan will soon be issued by American Management Association.—THE EDITORS.)

ILG Tacks Up a "Welcome" Sign on The Factory's Big Front Door



ROYAL WELCOME: This visitor (left) is greeted by J. M. Frank, president, ILG Electric; P. D. Briggs, vice-president in charge of sales, and Walter Rietz, vice-president, manufacturing.

The American public has an eternal itch to see wheels go around. This interest in factory operation can be turned to excellent account in improving public relations. ILG Electric of Chicago now conducts standardized factory tours for visitors—duplicates them in print.

DISTRIBUTORS, distributor salesmen, dealers, contractors and architects who have come at various times to visit the plant of the ILG Electric Ventilating Co., Chicago, often have voiced surprise at the activities they found there. ILG, now 40 years old, employs approximately 500 persons. It distributes through electrical distributors, contractors and dealers; its heating equipment through the heating trade. It operates nationally through 40 direct-factory sales offices.

Obviously, there must be thousands of men directly occupied in selling ILG products, and many thousands of others, customers and potential customers, who could never visit the plant. The management argued that these ought to know more about the plant, its methods, its equipment and processes, and its output. Greater

knowledge and understanding, it was argued, should mean greater sales. So, not very long ago, two steps were taken to familiarize all these people with the plant.

1. For those who might come, personally conducted trips through the factory, with qualified guides, were set up.

2. For those who could not come, an illustrated booklet was prepared giving in detail what they might see if they did come. It is entitled, "An Engineer Looks at ILG."

The treatment is unusual in that it tells, in the first person, the story of an engineer's first trip through the plant. This writer for SM, for whom a similar trip was arranged, feels that this booklet was so well done that in preparing this story he can do no better than quote directly from it. Its introduction says:

"During my many years as a consulting engineer I had frequently specified ILG equipment. Out of natural curiosity I wanted to see the organization and the factory which had manufactured these products, so I was delighted when arrangements were made for a plant visit during a recent trip to Chicago. The tour opened my eyes to so many interesting processes that I suggested this 'picture story' be prepared to enable you to share my experience.

"I had long known that ILG made its own motors, particularly those with special characteristics for direct-connection of centrifugal fans, motors for marine duty and self-cooled motors for propeller fans and unit heaters. I had assumed that many parts were made by other manufacturers, then assembled by ILG. You can imagine I was surprised when I saw all these



"I HAD LONG KNOWN THAT ILG MADE ITS OWN MOTORS," the factory visitor tells Mr. Frank (left), "but I had no idea of the scope of motor manufacture."

SALES MANAGEMENT

precision operations taking place within the ILG plant."

Then follows the story of the visit, printed in two colors, 34 pages, with no fewer than 90 photographs illustrating the step-by-step story of the tour. The liberal use of the first-person I, what I saw, what I observed, what I thought, with the pictures, gives the actual visitor a souvenir and hand-book. It likewise gives to those who may never visit the plant a better-than-usual story of it, its equipment and its processes.

"Look at the tremendous amount of skilled hand craftsmanship pictured here and on the next two pages," the story says. "While I saw many places in the plant where mass production of parts speeded work and reduced

costs, here in the motor department many of the assembly operations were performed by hand. After the reasons were explained to me, I could readily understand why top-quality motors cannot be turned out like doughnuts."

After describing the all-steel ILG centrifugal fans, a series of photographs show how they are made. A giant shear cuts stock up to 3/16 of an inch thick and 120 inches long, to 1/64 of an inch tolerance. Another photograph shows an acetylene radiograph. Its flame cuts through quarter-inch stock "like a hot knife through butter."

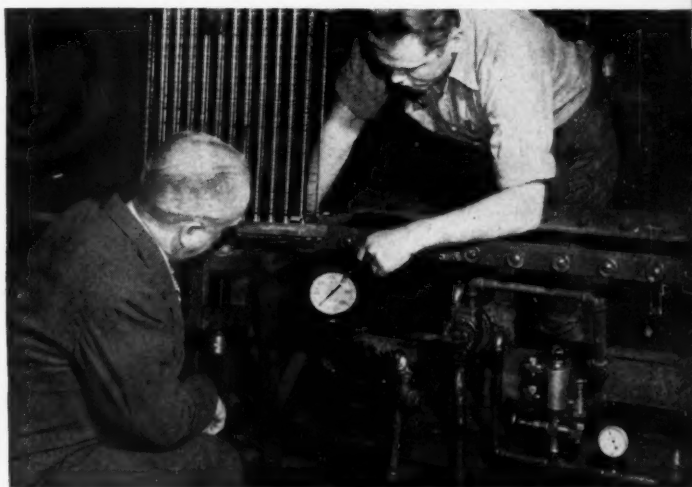
The booklet is so written that it sells ideas to the reader who may or may not have taken the trip described. This is in line with edu-

cating the salesman or the prospect who either makes the trip and is given the book or who merely receives the book. One chapter is headed "I get a Real Lesson in Direct-Connection." It goes on to say:

"ILG executives convinced me that, wherever possible, direct-connected apparatus was the type to specify. Taking me back a few years, they showed me how nearly all centrifugal fans were direct-connected when DC current was widely used. With the growth in popularity of AC current, many manufacturers were forced to run speed-reducers because they could not buy standard AC motors of proper low-speed for fan-wheel operation. With its own motor department, ILG never had to take this back-



SCROLL ROLL: "All types of centrifugal fans were on their way through," the visitor reports in the brochure "An Engineer Looks at ILG," sent to all unable to make own tour.



"I DIDN'T KNOW ILG PIONEERED UNIT HEATERS . . ." The inspector points out how each regular ILG unit heater coil is tested to withstand up to 500 pounds hydrostatic pressure.



"I HAD ASSUMED," the visitor reports, "that many parts were made by other manufacturers, then assembled by ILG. I was surprised to see these operations in the ILG plant."

JULY 15, 1946



"HERE WAS THE HIGHLIGHT OF MY VISIT TO ILG. As I checked the speed of a vaneaxial fan, one laboratory technician checked Ellison gages, another, test-table gages."

"Mr. BRIGGS (right) made a real hit," the visitor says, "when he produced a binder for architects, engineers, contractors."



C. W. DEXTER (left), ILG's advertising manager, "points out exclusive features . . . particularly the "One-Name-Plate" guarantee. Since ILG builds its own motors, each piece of equipment can be guaranteed."

ward step, so today, although there are ILG belted fans for special uses, most equipment is sold with direct-connection of motor and wheel."

Note the running conversational tone of the story. It gets away from the stilted form of ordinary mailing pieces. You go right on looking at photographs and reading captions. Here's personal selling, deftly done, so that it will be remembered by the reader:

"Besides, the construction makes for long-life—I have seen ILG fans which have been operated continuously for 25 to 30 years. As you know, in addition to the centrifugal fans shown here, ILG makes complete lines of volume, pressure and special fans for building into the other products where air-movement is required." The picture-story then moves on from fans to heaters. It says: "In common with most engineers, I knew that ILG manufactured all types of unit heaters—steam, hot water and electric. I also knew that horizontal, vertical, low-ceiling and textile types of hot water or steam unit heaters were available in various capacities. But, I'll confess that I didn't know, until I went through the plant that ILG was the pioneer in this field."

In the rear of the factory, there used to be a nine-hole golf course. During the war, a laboratory was built on the site. Our visiting engineer, continuing his story, waxes enthusiastic about that laboratory. He

writes this about the laboratory:

"Here was the highlight of my visit to ILG! And I had a remarkably well-informed guide in A. G. Sutcliffe, chief engineer, who has long been responsible for maintaining the high quality of ILG equipment. To concentrate on research, the staff of this unusually fine laboratory has been set up as a separate and distinct unit. It is completely detached from production responsibilities, although staff members freely consult with executives of the engineering, production and sales departments for exchange of ideas and methods."

This laboratory was designed specifically for research. It is shake-proof, free from production and vibration of the main plant, and has special facilities to break-up sound waves, thus minimizing total noise level.

Laboratory equipment includes new and delicate instruments for measuring air, electricity, sound, light and vibration, such as the stroboscope for checking deflections while fans are in operation. Having its own generating plant, the laboratory provides its technicians with every type of current commercially developed throughout the world. A separate heating plant provides steam and hot water for unit-heater experiments, also makes possible research day and night throughout the year independent of the operation of the main factory.

"I hope you have found sharing of my experiences of interest," the visitor concludes. "With the warm welcome which I know you'll receive from the ILG group, why not follow my example and see these processes for yourself?"



"PRESIDENT JOHN FRANK (left) showed prominent buildings equipped by ILG," the visitor concludes. "Many of the country's architects and consulting engineers were concerned with these very well-known projects."



Trade Mart for Kansas City

This is the Kansas City Merchandise Mart, brain-child of the Kansas City Advertising & Sales Executives Club. Its 40 exhibitors, who are permanent tenants, now display the wares of more than 350 American manufacturers. Their customers are jobbers, wholesalers, chain and independent store buyers in the ten surrounding states which look to Kansas City for supplies. Now on display are these lines: women's, children's and men's apparel, furnishings and accessories, china, pottery, glassware, lamps, toys and sporting goods, greeting cards, paper products and stationery, electrical appliances, housewares, furniture, stoves and other home furnishings.

The six-story Merchandise Mart building is at 22nd and Grand Avenue, a stone's throw from Kansas City's Union Railroad station. Looking to the future, the Merchandise Mart operators have purchased additional property near the present building on which they expect to erect a larger display building than the present \$300,000 structure.

Set up with \$500,000 authorized capital, the Merchandise Mart is a private corporation. Its officers and directors, however, serve without pay as their contribution to the semi-civic project. The president is H. H. Wilson, president, Emery, Bird, Thayer Co., Kansas City department store, and the first vice-president is Murrel Crump, president of the Advertising & Sales Executives Club. The Advertising & Sales Executives Club purchased the mart building, had it remodeled, and planned for ultimate expansion before organizing the private corporation to carry on the work.



"IT WASHES LIKE A CHINA PLATE:" This slogan for Spred Luster is put to the test by L. S. Fulton, Glidden's Director of Regional Distribution, at press reception.



How Glidden Crashed 42 Major Markets with "Spred Luster"

Backed by an \$850,000 advertising campaign in newspapers, magazines, and farm papers, Glidden's oil-base water-mix enamel is rapidly winning the support of selected independent merchants who operate in protected territories. Demonstrations are an important promotion aid used by the salesmen in retail paint stores.

As told to Maxwell Riddle

BY L. S. FULTON

*Director of Regional Distribution
The Glidden Co.
Cleveland*

TO introduce its new oil-base, water-mix enamel, Spred Luster, The Glidden Co. revived an old promotion technique which had not been used in the paint industry for about 20 years. We gave a "press reception" in the Hotel Commodore, New York City, this spring for about 80 home decorating editors from newspapers and magazines.

Among our guests were many women. We wanted them to try Spred Luster so they could convince themselves, exactly as our own salesmen had, that this new enamel for kitchens, bathrooms and woodwork can be applied easily and quickly, and that it is free from ordinary paint odor. Spred Luster dries to the touch in about an hour, and sets up firmly in several

hours. The water-mix paints are regular oil-base paints in an emulsion. In prepared paints, the turpentine evaporates. In Spred Luster, as the paint flattens out, it is the water which evaporates. So, we gave smocks and brushes to these women of the press and let them paint various types of surfaces.

This press reception turned out to be a spectacular demonstration of the cleaning properties of Spred Luster. Painted panels were marked with dirt scraped from hotel window ledges, crayons and pencils. Hot grease also was dashed onto the painted surfaces. Yet, the painted surfaces cleaned easily when washed with mild soap and water. Another panel was half unpainted wall paper. Grease pene-

trated this paper, but the paper painted with Spred Luster proved washable. This demonstration gave us our slogan "It Washes Like a China Plate."

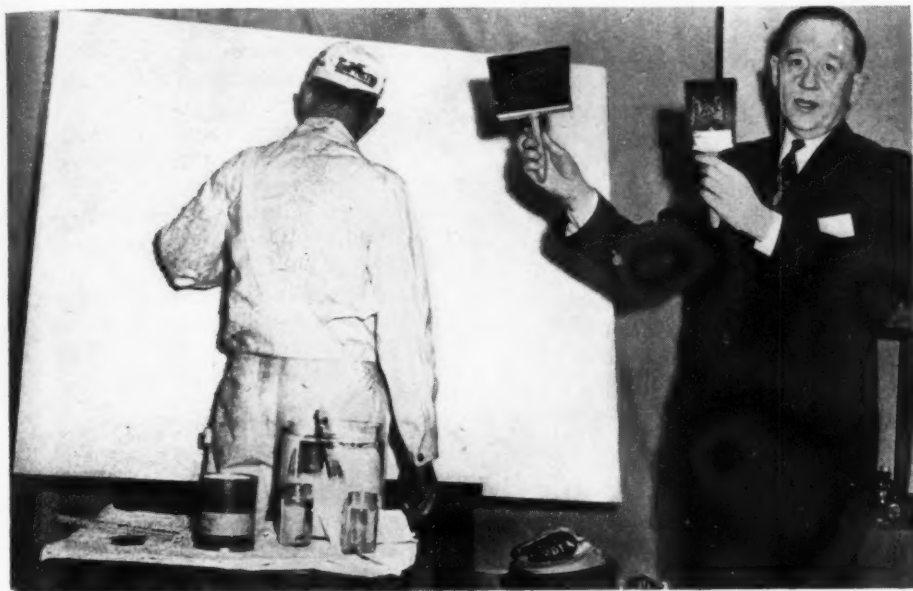
The immediate acceptance gained from these home decorating writers and consultants prepared us for our sales campaign. We broke our promotion in Chicago because our Chicago factory was in production. Now our promotion is on a national basis in what we call 42 major markets. We divide our advertising into the spring and fall sales periods because these seasons represent the time when there is the greatest amount of painting, decorating, and cleaning-up.

Our advertising budget this year will be about \$850,000. Of course, Spred Luster will not get all the benefit from this sum, since the Glidden name always is prominent in our copy, and inasmuch as our advertising also promotes the use of Spred Flat, a water-mix paint for walls.

In each of our 42 major markets, we used 5,000 lines of advertising in the spring newspaper campaign, and we will use 3,500 lines in the fall. All told, we advertise in 176 newspapers. This does not include cooperative institutional advertising.

The normal procedure for running our newspaper advertising is to get a position on the woman's page. Thursday issues have been found to be most

WHICH BRUSH WOULD YOU CHOOSE? You can apply Spred Luster twice as rapidly with the wide brush as with an ordinary size brush. Painter proves the point by doing it before home decorating critics. Glidden makes similar demonstrations in retail stores—usually on Saturdays when the largest number of buyers visit paint stores.



effective; on Friday there is competition from food advertising. Occasionally, we advertise on the day before a holiday. In some markets, we also advertise on Sundays, depending partly on reader habits. For instance, we advertise on the Sunday builder's page of the *Kansas City Star* because this page is read by many people and the paper has a large Sunday circulation.

Our major, or "A" market cities are: Cleveland, Toledo, Buffalo, Columbus, Youngstown, Louisville, Pittsburgh, Cincinnati, Akron, Detroit, Rochester, Chicago, Indianapolis, Milwaukee, Omaha, Des Moines, Minneapolis, St. Paul, Sioux City, Duluth, New Orleans, Dallas, El Paso, Fort Worth, Houston, San Antonio, Albany, Bridgeport, Waterbury, New Haven, Newark, Los Angeles, San Francisco, Oakland, Salt Lake City, Portland, Baltimore, Washington, Richmond, Philadelphia, Harrisburg, Raleigh, Scranton, Reading, St. Louis, Wichita, Tulsa, New York City, Boston, Atlanta, Birmingham, Mobile, Knoxville, Jacksonville, Miami, Tampa, Macon, Nashville, Worcester, and Providence.

We use magazines to supply background on a national basis for Spred Luster. In many magazines we use full-page color advertisements. We are using *The American Home*, *Better Homes and Gardens*, and *Good*

Housekeeping. In the *National Painters Magazine* and *Sweet's File, Architectural*, we use two pages facing each other in color. We also carry a full farm campaign through *Farm Journal*, *Successful Farming*, *Progressive Farmer*, *Montana Farmer*, and *Western Farm Life*.

Radio is used in certain selected markets, but not nationally. We use WSPD in Toledo and WAGE in Syracuse. The Toledo program is 15 minutes of dinner-hour music and news. In Syracuse, we employ a 15-minute news broadcast. Dealers are furnished electrical transcriptions for local broadcasts. We share part of the cost.

To some extent, we also use movie advertisements, especially in the South and Northwest, where trailers are shown in many theaters. We also employ slides and films for certain other types of promotion.

In point-of-sale advertising, we supply our dealers with color cards, consumer color books, literature, a full line of display materials, window backs, trimmings, and such novelties as painters' caps and yard-sticks.

The Glidden Co. also is a great believer in demonstrations. Our salesmen conduct them in stores, usually on Saturdays when there is heavy store traffic. These demonstrations have proved highly successful in introducing both Spred Flat and Spred Luster.

Our entire merchandising effort is to support the independent merchant. Accordingly, The Glidden Co. operates on a protected territory franchise basis for all of its products, including Spred Luster. Large cities are carefully zoned so that each dealer has a liberal territory. Small towns are limited to one Glidden dealer in each. We feel that this method brings us greater dealer loyalty.

The sales department of The Glidden Co. is a firm believer in pretesting. Samples of Spred Luster were given to master painters all over America, and painters were employed to do certain rooms in which there were unusual conditions. We did not tell the painters how to use Spred Luster—we let them find out for themselves. We gave samples to consumers and to each one of our salesmen. As a result of these tests, we developed the right set of instructions for the use of Spred Luster. Further-



THE COLOR FACTOR: Glidden's color expert, Carl Smedley, makes a point in color selection. Pre-testing proved the necessity for Spred Luster in 12 colors.

more, we knew in advance what appeal to make in our advertising. It took months to get the results, but these were worth the waiting. We found out what improvements were needed in Spred Luster, and we made them. Before we started the tests, we felt that we had made an outstanding product, but before we went on the market we had to know whether Spred Luster would work under field conditions and whether the trade wanted it.

ANA Analyzes Advertising Setup As Part of Company Organization

A new report, prepared by McKinsey & Co., reveals management's regard of advertising primarily as a sales tool, and comments on the broadening functions of advertising. Through organization charts, it shows where advertising fits into typical corporate setups.

TOP management of America's leading national advertisers still considers the No. 1 job of advertising to be the sale of goods. There is, however, a growing awareness that business can use advertising to create a favorable "climate" for itself which can help to insure sales—and profits—in the future.

Attitudes Affect Sales

These conclusions are drawn from "Organization of the Advertising Function," a study prepared by McKinsey & Co., New York City, management consultants, for the Association of National Advertisers, Inc., New York City. This study answers these two questions: "What jobs are leading companies doing through advertising?" "How are those companies organizing to do those jobs?"

To learn the answers, McKinsey sought the views of chief executives and heads of the advertising departments of 202 A. N. A. members. McKinsey summarizes the views of top management in this way:

1. "Advertising has a bigger job than ever in its traditional role of selling goods. These leaders of some of the country's most successful corporations naturally have a basic interest in profits, and every executive we interviewed looks to advertising first as a profit-building tool.

2. "We found that these business leaders have a keen understanding of the power of opinion as a factor in profits. They recognize that the attitudes of employees, of government, of the community, and of the public generally have direct and powerful effects on profits.

3. "Our study demonstrates clearly that the top managements of leading corporations have profited from war experience in the utilization of advertising and advertising know-how in molding opinions and in helping business to discharge its social responsibilities. In these new roles, advertising is being used as a top-management tool by only a few of the

most forward-looking companies. And even the presidents of most of these companies admit that they have only begun to sharpen advertising as a tool of business statesmanship. Our study, however, develops ample evidence of recognition by business leaders of the power of advertising and advertising techniques in doing a variety of jobs having only an indirect connection with selling more goods."

While being questioned on how they are using advertising and how they are organized to do it, top-management raised numerous questions. McKinsey summarizes these as follows:

1. "Are our marketing activities organized effectively for the job we have to do? Do our marketing executives know what their duties are? What new marketing activities, if any, should we provide for?"

2. "Are our product lines broad enough? Or are they too broad? Do we have real evidence on product performance?"

3. "Do our distribution methods need overhauling?"

4. "Do we know fully why a customer should buy from us instead of a competitor?"

5. "Are our sales territories properly set-up considering all the changes due to the war?"

6. "What basis do we have for judging the performance of salesmen?"

7. "Have we worked out a sound program for selecting new salesmen? How good is our sales training program? Do we have a good plan for compensating salesmen on an incentive basis?"

From these queries, McKinsey's report draws the moral: "This look into the marketing corner of the minds of some outstanding chief executives may be suggestive to other chief executives and may help advertising and marketing executives get prepared to answer these questions in their own companies."

Out of the 202 A. N. A. members who were included in the survey, the McKinsey study singles out 21 companies on which to make detailed re-

ports. These reports show the functions of the advertising department and the relationship of the advertising manager to sales executives, general managers, presidents, and chairmen of boards of directors. Among these particular 21 companies, McKinsey's interviewers made a first-hand examination of the advertising function; information on the other companies among the 202 surveyed was obtained by mail questionnaires.

"Our examination of the organization of the advertising activities of the participating companies—as would be expected—discloses no definite pattern," McKinsey reports on the 21 companies given special attention. "Naturally advertising organization is influenced by factors such as objectives, scope of advertising responsibilities, need for co-ordination with other activities such as public relations, and the size of the advertising budget. To the extent that generalizations on advertising organization can soundly be made, this can be said:

Integral Part of Marketing

1. "Since advertising is used primarily as a selling tool, in the majority of medium-size and smaller companies, advertising activities are regarded as an integral part of marketing. In such cases the director of advertising reports to the chief marketing executive.

2. "In many companies, the sheer size of the advertising budget or the importance of advertising to the particular business calls for a separate division, with the director of advertising reporting to the chief executive. In such cases, sales promotion activities are usually a responsibility of the advertising division. This organizational set-up is common in the larger companies.

3. "In some companies advertising is closely allied with public relations. Here the two positions are combined, with the chief of the division reporting to the president."

Organization charts of 64 out of the 202 advertising departments which supplied information for the study are reproduced in this A.N.A. report.

The chief executives of Standard Oil Company of Indiana told the McKinsey interviewer that "The value of advertising depends in large measure on the value that top-management places on it." At Standard Oil, "The advertising manager is responsible for preparing the tentative advertising budget and submitting it for approval to the general manager of sales and vice-president in charge of sales, who, in turn, secure official board approval."

Hit it a mile!



Eye on the ball . . . timing . . . power . . . that's what puts a business on base and pushes profits around to home plate. Business experience gives you a good eye. Timing and power you gain from advertising. Given half a chance, business will produce enough goods to shut out inflation. Later, advertising will help maintain economical operation, low prices and fair profits. Have your advertising well laid out, well written, and well printed on Champion paper. This complete line includes coated and uncoated for letterpress and offset, business papers, envelope, tablet writing, cover, high finish package wrap, papeterie and specials. Hit that old ball a country mile!

THE *Champion Paper* AND FIBRE COMPANY . . . HAMILTON, OHIO



Manufacturers of advertisers' and publishers' coated and uncoated papers, bristols, bonds, envelope papers, tablet writing and papeterie . . . 2,000,000 pounds a day
MILLS AT HAMILTON, OHIO . . . CANTON, N. C. . . HOUSTON, TEXAS

District Sales Offices

NEW YORK • CHICAGO • PHILADELPHIA • DETROIT • BOSTON • ST. LOUIS • CINCINNATI • ATLANTA • SAN FRANCISCO

Why Esso Advertising Men Spend Half Their Time in the Field

Want to find out what dealers think of your advertising? Want to ferret out weak spots in coverage? Want new ideas for sales promotion? Then hit the road. Esso's advertising staff are travelers who never lose the dealer's-eye-view of the company's advertising.

Based on an interview with

R. M. GRAY

*Manager, Advertising and Sales Promotion Department,
Standard Oil Co., of N. J.*

HOW much of his time should an advertising manager spend out in the field?

Plenty—in the opinion of the management of Standard Oil Co. of N. J. R. M. Gray, manager of advertising and sales promotion for that company, covers *all* important points where the company operates, at least twice each year, and makes numerous additional trips. In all, he spends at least half his time out on the road. Other members of the Advertising-Sales Promotion Department follow the same practice. Mr. Gray or one of his assistants attends practically all large salesmen's meetings and many dealer meetings.

This policy of getting out into the field reflects the close coordination between the sales and advertising departments which is characteristic of Standard Oil of N. J.

It is generally accepted that there is a ratio between sales volume and the amount of time sales supervisors spend out in the field with the salesmen. But what's the advantage of such coverage by the advertising staff? The answer, according to Esso's Mr. Gray, is that:

1. It insures effective use of the company's large volume of advertising and of the sales helps furnished to its more than 20,000 dealers.

2. It enables management to discover what these dealers are doing, and what they are thinking; and it enables management to take advantage of this knowledge, by capitalizing on events as they occur.

This policy of "keeping your ear to the ground and getting down close to the grass roots" helps considerably in shaping the Esso advertising policy, generally conceded high in effectiveness. It also contributes to good company-dealer relations. These achievements are particularly helpful to an organization which has a high stake in the dealers' volume (since it sells

through dealers almost exclusively). Attaining those achievements is all the more important in view of the fact that Esso dealers are autonomous. Though they sell Esso products, they are in business for themselves.

Mr. Gray and his associates spend enough time with company field representatives and dealers to become well acquainted with them—to call them by their first names, to know the names of their children, to know their hobbies and their special interests.

Another field job for the advertising staff is calling on the newspaper offices which carry Esso advertising; on the outdoor advertising people; and on the local radio stations which broadcast the "Esso Reporter" programs.

Because Esso products are marketed only in the 18 New England, Atlantic Seaboard, and certain southern states, and in the District of Columbia, Esso advertising does not appear in national magazines. Instead, the company uses newspapers, radio, business and farm papers, outdoor advertising, and direct mail.

Checks from Field

Much research and pre-testing go into the preparation of each year's advertising campaign, but this does not take the place of personal checking—in the field—after a campaign is in progress.

As an example of the value of checking, Mr. Gray cites the fact that a member of the Esso advertising staff might assure a district manager in West Virginia that people in certain areas ought to be able to tune in on KDKA because "it says so on the map." But if the local manager and local dealers insist that most people in the area simply don't listen regularly or frequently to KDKA on their radios, no amount of reference to the map will convince the dealers in that section that they are properly includ-



R. M. GRAY—"By knowing our dealers personally we know what they're doing and what they're thinking. This insures effective use of advertising expenditures."

ed in the Esso radio advertising coverage.

Discovery of such "deaf" spots has led to the inauguration of a supplementary radio program of one-minute spots on 13 stations, six days weekly, two or three times a day. The current program started April 22, and is titled "Your Esso Weather Reporter," with the broadcasts including official weather predictions and brief commercials. They supplement the regular Esso Marketers' five-minute newscasts. Marschalk & Pratt, New York City, is the advertising agency handling Esso's radio promotion. (McCann-Erickson, Inc., handles other media.)

Esso's management has an ideal for its dealers, and would like them to be alert, sales-minded, helpful and courteous. It provides them with a wealth of sales material. It is only through personal calls on these men that it can learn how they like what the company is doing for them, and whether or not they are following the suggestions given them and are using the sales aids provided for them—in short, how close they come to management's ideal. Since they are in business for themselves, they can't be compelled to follow management's lead. They must

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**We were adding
300,000
telephones a month**



That's 3,600,000 a year—nearly three times as many as ever before.

But disturbed conditions in this country have affected our supplies of steel, copper, lead, paper, cotton yarn, wood—many of the vital necessities for telephone production.

Even so, you can depend on this:

We're moving as fast as we can, and as supplies improve we'll speed up the program.

BELL TELEPHONE SYSTEM





*"Every night Bob laughs
his head off at the comics in the
Buffalo Evening News."**

** Laughs? We've got a million of 'em. But you don't find over 260,000 Western New York families reading the Buffalo Evening News just for fun. They want complete, up-to-the-minute reporting of important local and national events. And they get it. They want a wide variety of features...everything from golf lessons to dinner recipes. And they get them. They want the nimble opinions of the country's top flight journalists. And they get them. No matter how you add this up, you come out with the same answer...good, thorough readership. It's a reading habit of which advertisers must be well aware, because they place more lineage in the Buffalo Evening News than in any other New York State daily. It's the big paper in a big market!*

be dealt with as independent businessmen.

Some good suggestions have originated through the Advertising Department's personal contacts with dealers. As an example at one end of the scale there is a fishing calendar—a small card which fits into a wallet, and on which are indicated the days of the year when the fishing (according to a recognized authority) should be good. The idea for this card came from a South Carolina dealer who happened to be a fishing enthusiast.

Produce State Films

The idea for another much more ambitious project came from a West Virginia dealer, who suggested that the beauty spots and points of interest of his state be made the subject of a film to be shown free to clubs, schools and other groups. Not only was that film made, but the company's executives decided to make it one of a series of 12, each to cover one of the divisions in which the company operates. The first film, "A Date with West Virginia," was released last December and has already been shown to hundreds of groups throughout the territory. The second and third pictures deal with New England and Louisiana, and will be released this summer. Other state pictures are in production for later release.

Attendance at dealer and salesmen's meetings takes up a good share of the time of Mr. Gray and his associates. On many such occasions, they either preview the next advertising campaign, or discuss the one already in effect. For example, during the two-week period before Mr. Gray was interviewed to obtain material for this article, he had attended dealer meetings in Shreveport, La., and Wilmington, Del., and company meetings in Boston, New York City, New Orleans, and Memphis. A special slide film, on the general subject of advertising, with emphasis on the "Esso Reporter" radio program, was made up for the dealer meetings—in keeping with the department's policy to make up films for specific purposes, whenever this seems advisable.

Travel conditions are not ideal just now, nor have they been so during the past few years. Esso advertising men like comfort and enjoy staying at home with their families as much as people in other professions, but they have come to accept it as part of their job to get out and feel the pulse of the firm's all-important dealer organization. The policy obviously works.

SALES MANAGEMENT

SOMETHING NEW

has been added to Southwest farming



**FARMERS
are flying high**



Herman Schapansky, Weatherford, Oklahoma, wheat farmer, has been flying since 1931. He flies 200 hours a year, supervises operations on his two farms 22 miles apart.

IN 1920 there were but 7,554 farm trucks in use throughout Oklahoma and Texas. In 1945 this number had increased 16-fold, totaling 122,331.

Little wonder then that farm aviation is off to such a flying start in this forward-looking Southwestern area. The Flying Farmer movement was born in Oklahoma just two years ago. In a single year 222 farm planes were in regular use in the state. Indications point to 1,000 by the year's end. Texas boasts nearly 600 air-borne farmers today . . . looks for 2,000 by January 1947.

Yes, Southwestern farmers are always looking for newer and more efficient methods of doing business. They find constant encouragement in The Farmer-Stockman, the paper most of them read and farm by.

THE FARMER-STOCKMAN

OKLAHOMA CITY, OKLAHOMA
REPRESENTED BY THE KATZ AGENCY, INC.

THE OKLAHOMA PUBLISHING CO.: THE DAILY OKLAHOMAN ★ OKLAHOMA CITY TIMES
WKY, OKLAHOMA CITY ★ KVOR, COLORADO SPRINGS ★ KLZ, DENVER (Affiliated Mgmt.)



DESIGNING TO SELL

(Captions read counter clock-wise)



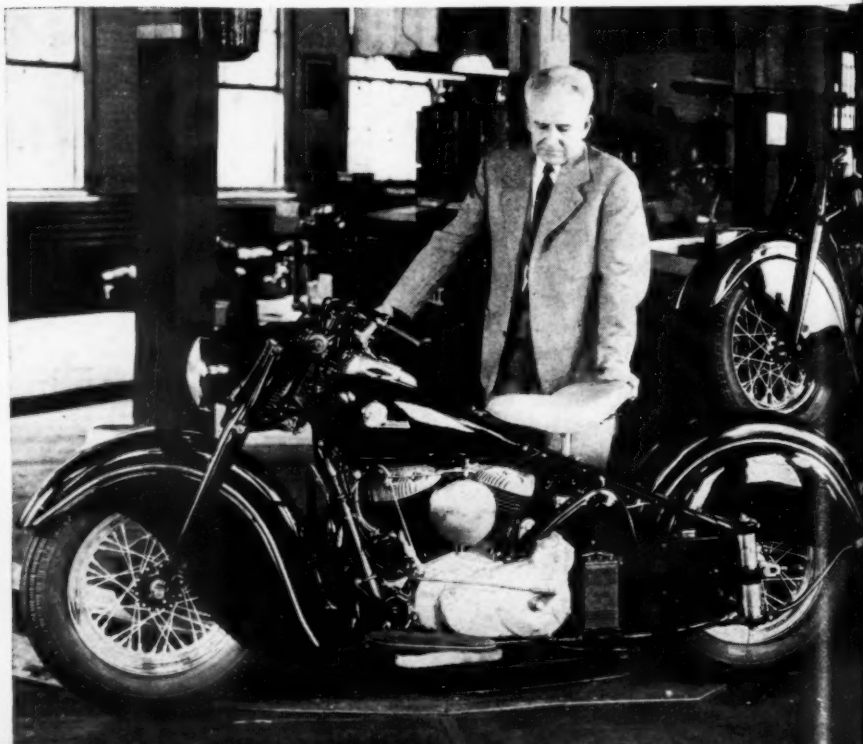
TOILETRIES FOR LITTLE GIRLS: The Margaret O'Brien line now being introduced by the Ali Baba Corp., New York City, is designed to add new gaiety and excitement to "keeping clean and looking nice." The Adorable Set includes shampoo and bubble bath, two tooth brushes.

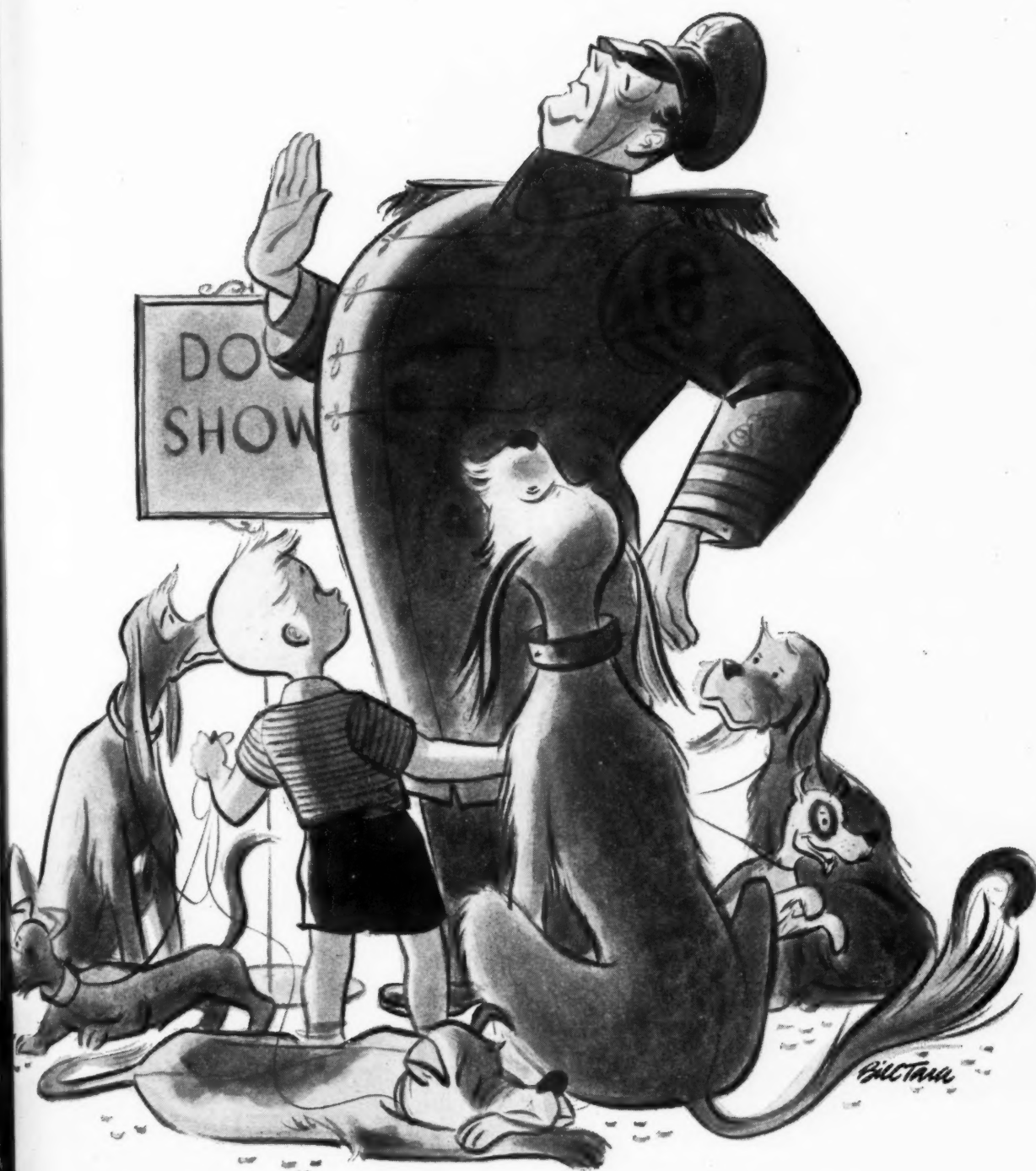
FLIGHT REFUELER: Designed by Wilbur Henry Adams for Erie Meter Systems, Inc., the fueler is said to be ideal for refueling airplanes in small airports. The Flight Refueler is suitable for truck fleet refueling.

AWARD-WINNING PACKAGE: The Savex container, designed by the Ohio Boxboard Co. for the Climalene Co., Canton, Ohio, received one of the top awards in the recent Annual Display of the Folding Paper Box Association. Printed in vivid orange and brown, it has a unique angle design which forms a material pouring spout at the side.

SPEED QUEEN AUTOMATIC WASHER: The latest household appliance to be introduced by the Barlow & Seelig Mfg. Co., Ripon, Wis., is said to be absolutely vibrationless and needs no bolting down. It washes, rinses, damp-dries, shuts off in one continuous automatic cycle.

NEW INDIAN CHIEF MOTORCYCLE: This model, now going into production at the Indian Motorcycle Company's plant at Springfield, Mass., has many improvements and advanced features which promise to add greatly to riding comfort. Has new "rotary contact" ignition.





THOMAS S. LEE, *President*
 LEWIS ALLEN WEISS, *Vice-Pres. & Gen. Mgr.*
 SYDNEY GAYNOR, *General Sales Manager*
 5515 MELROSE AVE., HOLLYWOOD 38, CAL.
 Represented Nationally by John Blair & Co.

Mutual
DON LEE
 BROADCASTING SYSTEM

JULY 15, 1946

[55]



GOLDEN RULE DAYS: Henry Ford II (second from left), president, Ford Motor Co., and J. R. Davis (third from left), vice-pres. in charge of sales and advertising, attend a session of the Ford Management School. L. W. Smead, head of the Sales Department's Business Management Division and director of the school, is at extreme left; at far right, Walker Williams, Ford sales manager.

Ford "College" Trains Dealers In ABC's of Profit-Making

What makes a successful automobile dealer? Ford codifies the answers in a series of textbooks covering all phases of retail operation. They serve as the sturdy framework for a "Business Management School of Modern Merchandising." Key men are trained first.

BY D. G. BAIRD

THE most extensive training program ever undertaken by the Ford Motor Co. was launched recently at the company's headquarters at Dearborn, Mich., and will continue until it has been carried to Ford and Lincoln-Mercury dealers throughout the country.

"The Business Management School of Modern Merchandising" which opened in June at the Ford Rotunda in Dearborn started off this all-inclusive program.

Instead of bringing all field representatives to Dearborn, only key men from each region will receive the training at the home office. They are then assigned the task of training others in their respective branches. The men from the branches, in turn, will train the balance of the dealer contact personnel under their jurisdiction. Ford has five regions, plus the Dearborn branch which operates independently, and these regions supervise the 33 branches. Ford branches correspond to zones in other organi-

zations, and they contact the thousands of Ford and Lincoln-Mercury dealers throughout the country.

The Business Management School of Modern Merchandising at the home office is attended by business management supervisors and car and truck supervisors from the five regions and the Dearborn Branch, together with certain key personnel from other sources.

"The Business Management School of Modern Merchandising has been inaugurated to train regional and branch personnel in the fundamentals of business management in order to make their contacts with dealers more effective," reports J. R. Davis, vice-president in charge of sales.

"Dealers have repeatedly told us that they welcome branch representatives who can help them do more business and make more profit. Dealers, generally, dislike superficial contacts. They prefer, and have a right to expect, that branch representatives understand all phases of a dealer's operation and be capable of giving

intelligent, practical business counsel.

"With the assistance and suggestions of regions and branches, texts have been prepared covering all phases of a dealer's business. This includes marketing, advertising, public relations, appointment of Ford dealers, business management controls, dealer accounting, new and used car and truck sales, parts and accessories, service, and incentive plans of compensation. These texts provide a course of instruction not only for the training of our present organization, but they also provide the necessary information for training newly employed men.

"This course will not replace individual initiative needed in the planning of local programs," Mr. Davis asserts. "It is not intended as a substitute for 'on the spot' thinking or resourcefulness. However, a thorough knowledge of the principles of modern business management should prove invaluable in developing volume and profitable dealerships.

"The inauguration of this course, in our opinion, represents an important step toward developing the best trained and most efficient field staff in the automotive industry."

L. W. Smead, head of the Business Management Division of the Sales Department, who has had extensive experience in the field, was assigned to co-ordinate the preparation of the business management course and to supervise the school.

As Mr. Davis points out, the

SALES MANAGEMENT

courses were prepared with the assistance of regional and branch personnel, because it is they who are in immediate charge of field operations and are in the best position to know just what is needed.

Twelve texts, together with supplementary material, comprise the body of the course. Each is bound in a specially designed loose-leaf cover. Contents are copyrighted. Department heads serve as instructors.

Volume I is an introduction and includes a statement of the course's scope, the development of business management, the company's objectives and programs, the responsibilities of the regions and branches, the dealer's part of the job, and a summary.

Volume II covers a brief history of the company, the company's contribution to World War II, and the over-all organization, functions, and responsibilities of the General Sales Department. Motion pictures of operations at the Ford Rouge plant and at the former Willow Run Bomber plant are shown. The second section of the text covers the engineering behind Ford products and outlines the activities of the Engineering Department in research, design, testing, and engineering Ford cars, trucks, and accessories. A visit to the Ford engineering laboratory and lectures by Ford engineers are included.

Study Accounting Procedure

Volume III covers Ford dealers' accounting procedure. A practice set of records, including problems, is provided. Each member of the class is required to work out representative problems, make the postings to the records, and prepare a financial statement. Supplemental textbooks are provided.

"Business Management Controls" is the subject of another text which covers the various forms that have been designed to assist branches and dealers in the compilation and use of business management information.

The Ford market, Ford advertising and public relations are covered in another. The section on advertising gives a broad outline of the company's national advertising program and explains how this program is assisting in accomplishing the overall objectives of the company. It also offers many suggestions which should prove helpful to dealers in organizing their local advertising and sales promotion programs.

The section covering the Ford market was prepared by Dr. Vergil Reed, assistant director of research, J. Walter Thompson Co., and contains in-

formation concerning marketing as it pertains to the automotive industry in general and to the Ford Motor Co. in particular. This information is expected to help branch representatives analyze the potential in individual dealers' areas.

The selection, appointment, and installation of Ford dealers is covered in another text.

New car sales, new truck sales, and used car and truck merchandising are the subjects of three other texts. In each of these, the daily control, hiring, training, and directing of sales-

men, and the co-ordination of the department with other departments of the dealership are stressed.

Still another text is devoted to the subject of financing and credits.

Classes are held in the Ford Rotunda. Charts, exhibits, and black-board demonstrations are employed to a considerable extent.

The subject of incentive plans of compensation is discussed at length and a supplementary text on this subject is provided. Under the slogan, "No Wage Is Too High That Is Earned," this booklet stresses the ad-

2½ MILLION PEOPLE

ONE COLUMBIA STATION SERVES THEM ALL!

KQW

When you buy California you buy a 3-basic-market state: San Francisco-Oakland Bay Area, Southern and Valley. And KQW is the only Columbia station serving the densely populated San Francisco-Oakland Bay Market. Here in KQW's primary listening area are 14 highly industrialized counties where San Francisco-Oakland hub a concentration of 2½ million people . . . and here KQW exclusively, delivers the huge Columbia audience . . . at less cost.

Represented Nationally by
Edward Petry & Co. Inc.

KQW

740 on your dial
San Francisco Studios
Palace Hotel

EXCLUSIVELY ★
Delivers the Columbia 14 County
San Francisco-Oakland Bay Market!

Pacific Agricultural Foundation, Ltd. San Jose, California

vantages of such plans and presents a variety suitable for use in each department of a dealership. As the company cannot presume to tell its dealers how to compensate their personnel, it has selected a number of the most successful plans as reported by its dealers and presents them for the consideration of its other dealers.

Separate plans for compensating different classes of personnel are presented, together with specific examples of each.

In the chapter on plans of compensating new and used car salesmen,

the copy points out: "Probably more thought and time have been devoted to working out a good plan for salesmen than for any other type of personnel. To date, no panacea has been discovered which will solve the dealer's problem with regard to salesmen's compensation. We have, however, learned some fundamental truths and can pass along a few dealers' ideas on compensation which have been helpful.

"The great majority of dealers surveyed indicate that salesmen should be paid a basic salary, so that they

have a feeling of security and can work hard and intelligently without worry. In the opinion of dealers, the salary should range from a minimum of \$25 a week up to whatever amount a man has demonstrated he can earn—allowing, of course, a reasonable margin of safety for the dealer."

Four plans which have been used successfully by Ford dealers then are given. Each includes a salary of \$250 a month, plus a commission on sales over and above a fixed quota. Each works out to a little better than \$400 a month, but the exact amount is dependent on the volume of sales.

This survey also brings out several related subjects which are discussed in the booklet. Concerning house sales, for example, it states that: "Of the large dealers surveyed, 63% either make no house sales or else pay the salesmen a commission on such business. It has been suggested by several dealers that all house sales be kept to a minimum and that all commissions on such sales be put into a fund and this fund be divided among the salesmen at the end of each month on the basis of the individual salesman's accomplishments. . . ."

Dealers Favor Incentives

Fifty-one percent of the dealers furnish demonstrators to their salesmen, while many others sell demonstrators to their salesmen at cost. About a third of the large dealers furnish gas, oil, and maintenance free. "It is the considered opinion of the majority of dealers that salesmen either should be given demonstrators or should be permitted to purchase them at absolute cost."

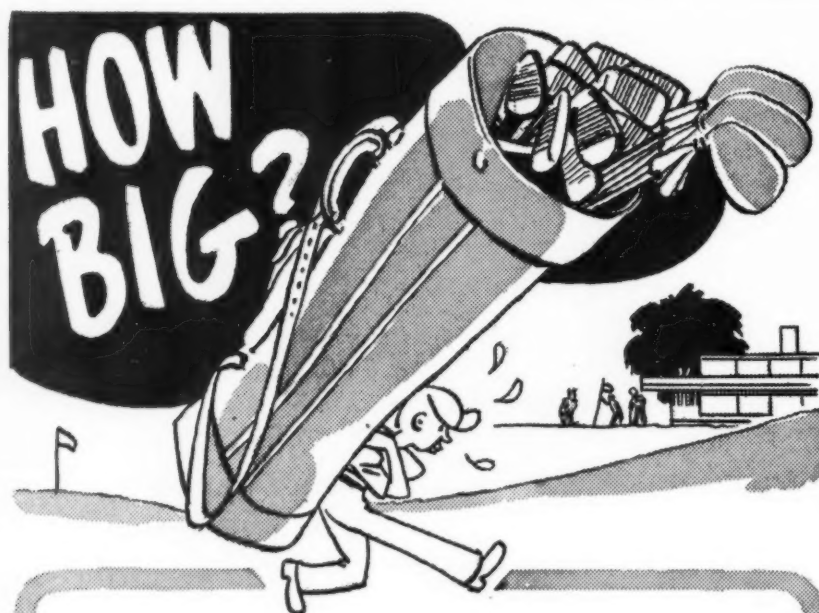
Most of the large dealers give salesmen floor time, and 70% feel that all men should have equal time.

More than two-thirds of dealers, both large and small, favor giving salesmen and other employees vacations with pay.

In addition to incentive pay plans, other incentives, such as group life insurance, hospitalization, sick leave, and vacations with pay, "are being recognized by more and more dealers as valuable in retaining a well satisfied, permanent and profitable organization."

Dealers are urged to send in their plans, and the booklet is to be revised as often as receipt of new plans and ideas justifies.

The business management course is scheduled to last about eight weeks. Thereafter, those who took the course will conduct similar schools for others and those who taught it will, in many cases, go out in the field to assist with the training.



St. Paul Covers Half the 9th Largest Market!

- St. Paul as a market . . . like this bag on any golf course . . . is big enough to attract and deserve plenty of attention. And it's full of pars, birdies and eagles for the advertiser playing the game here with sales messages.

Nearly 800,000 population with more than \$1,000,000,000 effective annual buying income makes St. Paul-Minneapolis the 9th largest market in the United States.*

The St. Paul half is covered only by the St. Paul Dispatch-Pioneer Press with 163,387 combined city zone circulation. No other daily newspaper has even as much as 10% coverage of St. Paul families.

*From U. S. 1940 Census.

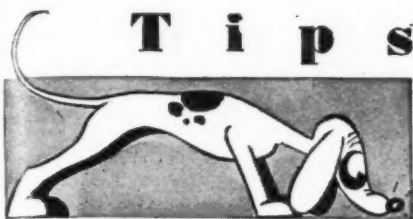


ST. PAUL DISPATCH-PIONEER PRESS
SAINT PAUL, MINNESOTA

RIDDER-JOHNS, INC.—National Representatives

NEW YORK CHICAGO DETROIT ST. PAUL
342 Madison Ave. Wrigley Bldg. Penobscot Bldg. Dispatch Bldg.

T i p s



Booklets reviewed below are free unless otherwise specified and are available direct from the publishers.

"Train Your Salesmen Now." Are salesmen people? Are they born or made? And how are they going to meet the competitive market looming ahead? One answer is obvious: Sales training now will prepare salesmen to reduce selling costs and increase profits later. And this booklet is a capsule course on what training is, how to build a program, how to check your own program against the elements necessary for a complete, rounded sales training effort. There's a check-list of eight pages covering questions on selection of salesmen, supervisors and managers, as well as sales training itself—questions such as "How many salesmen do you need to employ within the next 12 months? Which methods do you use to check on applicants? Who hires your salesmen? Are you giving your new salesmen the kind of training needed to put them on a profitable basis in the shortest possible time?" For your copy of the booklet, write to Bigelow, Kent, Willard & Co., Management Engineers and Accountants, its publishers, at 75 Federal St., Boston, Mass.

"House Magazine Copy Writing and Preparation for the Printer." If your company is hell-bent on improving its house publication—or if you're one of the organizations planning to start a house magazine, here's a booklet for you and your associates. Many books have been written on the subject of copy—for newspapers, magazines, advertising, short stories, etc. But not much attention has been concentrated on the man who is writing for his business associates, in his company publication. This booklet is written by K. C. Pratt, editor of *Stet*, the house magazine for house magazine editors, and is published by The Champion Paper and Fibre Co. It covers a discussion of corporate journalism, the company editor, the news story, the feature story, training reporters, preparing copy for the printer, and it includes an "Editor's Bookshelf." Write to the company at Hamilton, Ohio.

Timely Tips: For an up-to-the-minute list of 715 grocery stores in San Diego, get a copy of the *San Diego Daily Journal's* "Great Circle Route of All the Grocery Stores in San Diego County." It was prepared in cooperation with the city's Groceries Sales Club, and is available from the newspaper's National Advertising Department . . . and for a revised drug store route list of the Minneapolis metropolitan area, including drug wholesalers, chains, voluntary groups and department stores, with a complete listing of personnel, write to the National Advertising Dept., Minneapolis *Star-Journal and Tribune* . . . The 21st annual edition of the Advertisers Rate and Data Guide is now available from E. H. Brown Advertising Agency, 20 N. Wacker Drive, Chicago 6, Ill. It contains rates, circulation figures, etc., for magazines, radio, newspapers . . . Hooven Letters, Inc., 352 Fourth Ave., New York 10, N. Y., will send to readers a chart of correct letter salutations.

JULY 15, 1946

TROY, N. Y. CITY ZONE . . .

- **POPULATION:**
121,000*
- **NET EFFECTIVE
BUYING INCOME:**
\$74,798,000.00*
- **RETAIL SALES:**
\$60,288,000.00*

COVERAGE . . .

- **95.3 PER CENT**

COST

- **12c PER LINE**
- **A FULL PAGE COSTS
LESS THAN 1 CENT
PER FAMILY REACHED
WHEN YOU USE**

* Special Estimate
by Sales
Management

THE RECORD NEWSPAPERS

- **THE TROY RECORD** •
- **THE TIMES RECORD** •

TROY, N. Y.

A. B. C. TOTAL NET PAID: 41,367

Flat Allowances for Salesmen's Cars: Why They're Wasteful and Unfair

Only by separating fixed from variable expenses and setting up a standard individual allowance for each car, its mileage and its territory, can we lick the inequities in auto costs and eliminate quarrels with salesmen about what constitutes proper reimbursement. This article explains the technique of car-by-car control.

BY R. E. RUNZHEIMER *

R. E. Runzheimer & Co.
Chicago

IF YOUR company follows the policy of salesman-ownership of automobiles used for business travel, you belong to the majority group. Our experience indicates that many more companies operate salesman-owned fleets than company-owned or rental fleets. This is corroborated by the results of a recent survey covering several hundred companies, made by an independent organization, and indicating that nearly 80% of the companies operate salesman-owned cars. This percentage is, of course, not necessarily true when applied to the total number of cars.

Our experience has shown that companies who continue the use of salesman-owned cars do so because their operations are widely dispersed, with relatively few cars being operated from any one center. They also find that it relieves them of administrative burdens by placing the responsibility for the operation, maintenance, and trade-in of each car on the driver. In cases where men are able to use the same car both personally and on business, it permits attractive economies for both the salesman and the company. Finally, private ownership has the advantage of enabling each salesman to buy the particular make and model of car he prefers and thereby results in general satisfaction and good-will, even though business mileage allowances by the company are usually based on a car in the low price class.

(*As a background for this article, readers are referred to "Facts You Will Need for Re-appraisal of Your Salesmen's Auto Setup", SALES MANAGEMENT, July 1, 1946. In it was presented a rating chart, based on 14 factors generally governing the business automobile transportation problem, which can be used as a guide in deciding whether company ownership, rental agency ownership, or salesman ownership is the best policy for your company.—THE EDITORS.)

However, the policy of private ownership also means that *the company is buying automobile transportation from its employees*. The management is therefore confronted squarely by the problem of paying for this transportation on a fair and accurate basis. Answering this problem soundly is always important because of its effect on employee morale. This becomes of supreme importance in the case of sales employees whose morale is so vital a foundation for their own and the company's success.

Ever since passenger automobiles became widely used in business travel more than 25 years ago, company management has carried on endless experiments with flat rate allowances. Every conceivable type and amount of flat allowance has been tried out during this period. Most commonly used was the flat allowance per mile. Next in popularity was the flat allowance per day, per week, or per month. Finally, the combination of these two types of flat allowances was tried.

During the past 14 years we have analyzed thousands of cases of flat allowances in comparison with normal automobile operating costs. These studies showed that in only one case out of every ten is the flat allowance reasonably accurate—that is, within \$25 per year of the actual operating

cost. In the remaining nine cases out of ten it results in serious over-payments or under-payments ranging up to many hundreds of dollars a year.

There are three factors, inherent in the conditions governing the country-wide operation of passenger automobiles, which cause flat allowances to be so grossly inaccurate and unfair to at least nine out of every ten drivers. These factors are:

1. Variations in annual miles traveled
2. Variations in operating conditions and prices
3. Variations in price classes of cars

Exhibit One shows what happens when a flat allowance is applied to three drivers whose yearly business mileages vary greatly. All three men travel the same territory in northern Illinois with headquarters in Chicago, but their yearly business mileages are 8,000, 16,000, and 24,000 respectively.

Each of these drivers incurs heavy fixed expenses on the items of insurance, license, and depreciation which do not increase directly with mileage driven. These amount to \$310, \$310 and \$342 per year respectively. In addition, each driver incurs variable "out-of-pocket" expenses on gasoline, oil, maintenance, greasing, and tires at the rate of 2.4c per mile. When extended by the individual yearly mileages these expenses amount to \$192, \$384 and \$576 respectively. The total normal expenses annually (fixed plus variable) on these three cars are accordingly \$502, \$694 and \$918.

However, under the flat 4.5c per mile allowance the respective drivers of these three cars receive amounts of \$360, \$720 and \$1,080 yearly. Hence, we have the familiar condition of inaccuracy and unfairness to individual drivers under flat allowances.

EXHIBIT I

	Car No. 1	Car No. 2	Car No. 3
1. Yearly mileage	8,000	16,000	24,000
2. Yearly payment under flat 4.5c allowance	\$ 360	\$ 720	\$1080
3. Yearly normal costs	502	694	918
4. Yearly over (+) or under (—) payments	—142	+ 26	+162

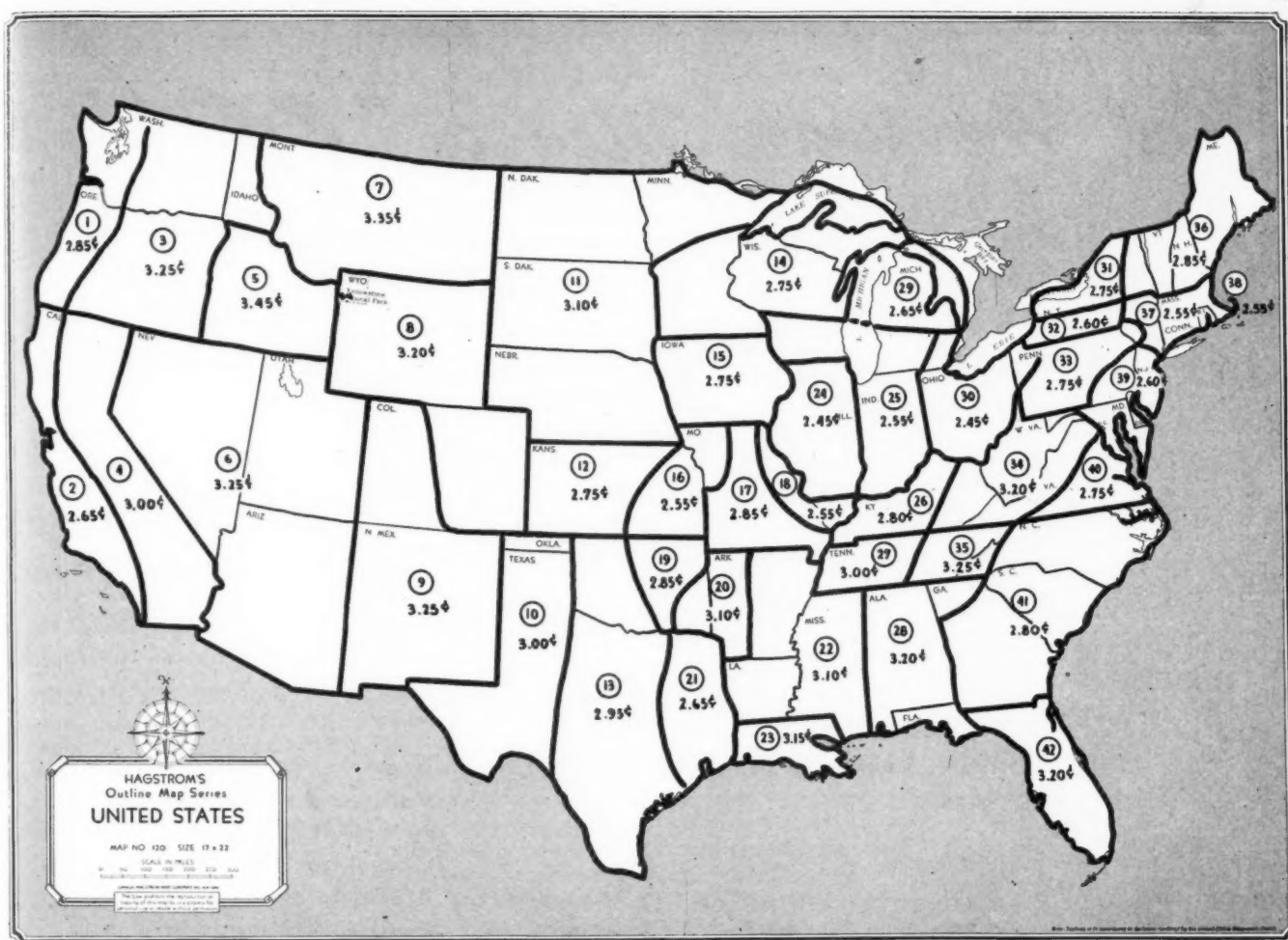


EXHIBIT II: 1946 variable per mile allowances (covering maintenance, tires, gasoline and oil) on a Chevrolet price class car for 42 basic cost areas. See text of the accompanying article for full explanation.

Map courtesy Hagstrom Co., N. Y., Map Makers.

Car number one is underpaid \$142 per year; car number two is slightly overpaid by an amount of \$26 yearly; and car number three is overpaid \$162 per year. The range of inaccuracy in yearly reimbursements between cars number one and three is therefore \$304 and represents an error of over 21%.

While Exhibit One shows the results of applying a flat 4.5c per mile allowance, it also illustrates the inevitable condition of inaccuracy under all flat allowances. To show this, simply change the figures in line two so they reflect a flat allowance of 4.0c, 5.0c, 5.5c or 6.0c per mile. You will find that while the specific amounts of underpayments and overpayments in individual cases are changed, the basic condition of inequality is not changed and, in fact, becomes even more aggravated at some flat allowance levels.

Realizing the inequalities in reimbursements to individual salesmen resulting from the application of flat mileage allowances, many companies have, over the past 15 years, resorted to the use of one of the following modifications of the flat allowance:

1. A sliding scale providing for gradually decreased allowances as mileages increase
2. A combination uniform fixed per mile allowance providing for a monthly payment to cover depreciation, insurance, and license costs; and a per mile allowance to cover the variable operating costs.

Both of these developments help to overcome the inequalities resulting purely from differences in annual mileages of different men which exist under the ordinary flat allowance, and to that extent they are, of course, helpful steps in the right direction. Nevertheless, they by no means solve the problem of overcoming inequalities in reimbursements to individual men because they do not take full account of two other fundamental factors—variations in operating conditions and prices, and variations in price classes of cars.

Exhibit Two presents a map of the United States (above) in which present per mile operating costs of a Chevrolet price class car are shown. These costs cover only the items of gasoline, oil, greasing, washing, main-

tenance, and tires, and accordingly reflect changes in road conditions and prices in the various areas. These range from 2.45c in the Midwest to 3.45c in the Rocky Mountain region—a difference of 1.0c per mile on these few items alone.

In Exhibit Three (on page 79), which will be explained somewhat more fully below, we show the difference between a car operated in Michigan and one in Montana on the fixed expense items of insurance, license fees, and depreciation. Item 11 on the exhibit shows a difference on these items alone of slightly over \$150 per year. When this difference is added to the great difference in variable per mile costs between these two areas, it becomes clear why the application of either a sliding scale or a uniform combination of fixed and variable allowances does not overcome the serious inequalities in reimbursements to men driving in different areas in the United States.

Realization by progressively managed companies of the serious shortcomings of the usual uniform flat allowance method has resulted in the development and use of the method

Get Hardware Men to "OK" Your Sales Program

1 A Hardware Dealer's product recommendation carries weight with his customer. Give him the facts.

2 A Hardware Wholesaler's acceptance of a product means that it "goes in" with the dealers he supplies. Give him the facts too.

3 Your advertisement in **HARDWARE AGE** will be regularly read by all live-wire hardware dealers and their wholesale suppliers. You can effectively blanket the national hardware trade through the 28,000 paid-in-advance subscribers to **HARDWARE AGE**.

HARDWARE AGE, in its regular issues, brings hardware men the news of their trade every other Thursday. Its circulation closely parallels hardware sales opportunity and accomplishment in every section of the country and in every phase of hardware merchandising. *Use these "reading" issues to gain recognition and acceptance for your product.*

The "Who Makes It" Merchandise Directory Number, a comprehensive buyer's reference published annually as the second issue of July, has served the trade year-round for 24 years as a handy service-of-supply index. *Use this "reference" to meet buyers half way with the information they need about your products.*

HARDWARE AGE

MAIN ENTRANCE TO THE GREAT HARDWARE MARKET

100 East 42d Street, New York 17, N. Y.

A Chilton  Publication



Charter Member



INFLUENTIAL FIGURES THAT MEAN BUSINESS

- **HARDWARE AGE** circulation has soared to over 28,000 strictly "paid for" subscriptions, reaching a new peak, greatest in the hardware field.
- **HARDWARE AGE** retail circulation covers better than 17,000 individual stores, including practically all of those retail stores whose choice of merchandise can be influenced by the printed word.
- **HARDWARE AGE** offers complete and influential coverage amounting to practical saturation of the hardware wholesale houses and their buyers and selling forces. Wholesalers doing over 99% of the wholesale hardware business subscribe to **HARDWARE AGE** with a total of over 4,000 subscriptions.
- **HARDWARE AGE** has a voluntary renewal of 83.5%, the largest of any hardware publication.



of individual standard allowances as the most satisfactory means of giving a square deal to both salesman and the company. This method is defined by three essential characteristics:

1. It develops allowances specifically applied to a definite make and model car.

2. It reflects accurately the operating and price conditions in each individual territory.

3. It provides reimbursement for fixed costs of insurance, license fee, and depreciation on a monthly, weekly or daily basis, plus reimbursement for variable costs of gasoline, oil, maintenance, and tires on a per mile basis.

This method of individual standard allowances has been widely used for periods up to 14 years by such well-known companies as: Air Reduction, Celotex, Dennison, General Cigar, Link-Belt, Minneapolis-Honeywell, National Gypsum, Ralston Purina, Square D, E. R. Squibb, Yale & Towne, and many others of equal prominence. The continuous use of the system of individual standard allowances over long periods by comparable companies is the best evidence that this basis does provide a square deal to both the individual salesman and the company.

The way the system works in achieving these results is shown by the Master Schedule of Automobile

Standard Allowances in Exhibit Three. This schedule shows the detailed standards and final allowances for two cars in the widely contrasting areas of southeastern Michigan, and western Montana and northern Idaho.

Three kinds of information are presented on the master schedule. The first six items at the top present descriptive data regarding the individual territory and car on which reimbursements are to be based. In the examples shown the drivers operate a Pontiac and an Oldsmobile respectively, but their reimbursements—as a matter of company policy which is widely observed—are based on a Chevrolet.

The next 11 items on the schedule—identified as one to eleven inclusive—comprise the detailed standards and individual cost items determining the final allowances. Items one to six inclusive pertain entirely to *variable costs* of gasoline, oil, maintenance, and tires which increase in direct proportion to miles driven. These items determine the final per mile allowance for each territory shown under item thirteen. The next five items—seven to eleven inclusive—pertain entirely to, and determine, the fixed allowance covering all costs which do not vary directly with mileage—namely, insurance, license fees, and depreciation.

Items 12 and 13 on the schedule

EXHIBIT III MASTER SCHEDULE OF AUTOMOBILE STANDARD ALLOWANCES

Name Territory Home City Car driven Standards based on Anticipated annual mileage	Car number 1 SE Michigan Ypsilanti, Mich. Pont'42-8-4dr-sd Chev'42-Mas DeL-Twn-sd 18,000	Car number 2 W Mon-N Idaho Butte, Montana Olds'41-66-4dr-sd Chev'42-Mas DeL-Twn-sd 28,000
(1) Class of territory	A	C
(2) Standard miles per gallon	15.5	14.5
(3) Normal gas price	20.0c	27.0c
(4) Gasoline & oil—per mile	1.46c	1.88c
(5) Maintenance—per mile	.55	.60
(6) Tires—per mile	.39	.67
(7) F. & T. insurance—annual	\$ 5.00	\$ 6.00
(8) P.D. & P.L. insurance—annual (10-20M)	26.25	88.95
(9) License—annual	11.25	10.75
(10) Depreciation—annual	219.00	306.00
(11) Total annual fixed costs	261.50	411.70
(12) Fixed allowance monthly	21.79	34.31
(13) Total per mile allowance	2.40c	3.15c
(14) Depreciation adjustment per M miles	5.45	6.10

The Buyer's Guide to What's New in Gifts and Decorative Accessories



Designed to Produce Results All about MERCHANDISE— from cover to cover

Editorial units in "Gift Preview" present, with pictures and brief descriptions, *new, improved or repackaged* products . . . keep 23,000 buyers posted on the *latest* products in the field.

Advertising units reach these same 23,000 buyers every month with a good product story—new or old—it makes no difference.

Every picture . . . every word in "Gift Preview" . . . both Editorial and Advertising is designed to pull results—to sell goods. It's the new, easy way for manufacturers of gifts and decorative accessories to reach the people who buy and get action.

Reader Service Department

Everything about "Gift Preview"—even the mechanics of pulling inquiries—is aimed at getting action. A specification number is assigned to each item appearing in "Gift Preview." A handy reply card is included with each issue. Each returned card is checked by our Reader Service Department, acknowledged, and manufacturers are advised daily of buyers who "want further information on products."

Reaches 23,000 Buyers in a Wide Range of Retail Outlets, Including:

Department Stores, Gift Shops, Jewelers, Department Store Jewelry Buyers, Furniture Dealers, House Furnishings Stores, China-Crockery and Glassware, Stationers, Variety Store Headquarters, Drug Chain Headquarters, Mail Order Houses, Sporting Goods and Hardware Chains, Cigar-Tobacco Chains.

Low Advertising Rates

Space in this unusually economical medium is confined to 2 Standard Sizes:

1. 3 3/8" wide x 4 7/8" high, 12 times \$ 80.00

2. 3 3/8" wide x 9 3/4" high, 12 times \$160.00

Insertions from 1 to 24 times are based on a proportionate rate.*

Representatives

New York: John H. Muller
386 Fourth Avenue Tel. Mohawk 4-1760
Chicago: Harry W. Brown
932 Wrigley Building Tel. Superior 8436
Los Angeles: Jack Hodges
479 South Holt Avenue Tel. Bradshaw 2-3935
Watertown, Mass.: Albert J. Lake
28 Paul Street Tel. Watertown 4109

* See "Gift Preview" listing in Standard Rate and Data Service for complete rate breakdown.

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Of Current Interest To Top Execs!

INDUSTRY PREVIEW



In "The Pulse Beat of Industry" McGraw-Hill editors report current trends and project the future outlook for industrial markets, products, services. Summer issue now available.

DATA FOR SALES MANAGERS



"How Many Accounts Can Your Salesmen Handle" is an interesting little 8-pager showing how industrial salesmen spend their working hours—with a check chart for measuring calling power.

FREE to interested executives. See your McGraw-Hill man, or check this coupon and attach it to your letterhead.



(Pin this coupon to your letterhead)

Promotion Dept.
McGraw-Hill Publishing Company, Inc.
330 W. 42nd St., New York 18, New York

Please mail me a copy of

- ☐ "How Many Accounts Can Your Salesmen Handle?"
☐ "The Pulse Beat of Industry"

Signed

are the final allowances made to each driver, as explained and determined by the standard items one to eleven inclusive. Item 12 in the schedule shown, is paid monthly and it is therefore, one-twelfth of the amount shown under item eleven. Item thirteen is always the sum of items four, five, and six and it represents the allowance covering costs which increase directly with miles driven. It is accordingly paid on the business mileage reported by the driver, in addition to the fixed allowance specified under item 12.

The depreciation adjustment factor under item 14 applies only in cases where business mileage at the end of a twelve month period totals more than 18,000 in case of low price class cars. In such cases the driver receives an adjustment at that time on all business mileage in excess of 18,000, at the rate per thousand shown under item 14.

It is obvious from this brief description that the development and maintenance of currently accurate individual standard allowances makes it necessary to apply current statistical data from many different sources. In our own applications of this system, sources are currently analyzed and applied.

Custom-Analysis Required

This inevitably suggests the question, "Can the average company develop and maintain its own system of individual standard allowances?" The answer is "Yes," and there are some well-known companies that do. However, the control setup must be efficient and there usually must be one man with proper accounting background—plus the working time—who assumes full responsibility for the gathering of the basic figures and proper administration of the plan. The alternative is the use of a competent outside specialist. Two things are to be said in favor of such a service: it is almost invariably cheaper than the underwriting of an adequate research job within the company, and it simplifies administration.

Like the problem of finding a workable compensation plan for salesmen, the problem of how best to buy automobile transportation for your men must depend upon a custom-analysis of each individual company's problem. The larger the number of men you have in the field, the more diversity there is in the number of miles they drive, the greater the differences in terrain covered, the greater is the opportunity for substantial savings through improved efficiency in auto cost accounting.

*Dallas
keeps up with the
World*

Dallasites are kept abreast of State, National, and International events and trends through the leased wire facilities of The Times Herald. Thorough coverage is given through the use of the three major wire services (AP, INS, UP) and intelligent editing. More than 60 regular features carried in The Times Herald complement the wire services and enable Dallasites to get all sides of every question and event.

THE DALLAS TIMES HERALD

DALLAS' GREATEST NEWSPAPER

Represented by
THE BRANHAM COMPANY

**RADIO
WOW
OMAHA**

**590 WITH 5000 WATTS
AND NBC**

**JOHN J. GILLIN, JR.,
PRESIDENT
JOHN BLAIR & CO., REPRESENTATIVES**

SALES MANAGEMENT



GIANT HIGHBALLS AD SPARKLE TO BROADWAY . . . W. S. Brown, advertising manager of Canada Dry (left) and Douglas Leigh, creator, viewing model of newest Times Square spectacular which features bubbling, eight foot tall highballs.

Campaigns and Marketing

"Waiting Is Tough"

A new all-time record in the advertising history of Packard Motor Car Co. has recently been established with the appearance of the company's first 1946 national newspaper advertising in 1,542 dailies and weeklies. The list of newspapers carrying the advertising breaks down into 1,121 dailies and 421 weeklies; is double that used to carry the last newspaper announcement released a year ago.

The copy, headlined "Waiting Is Tough On Us, Too," departs from usual product advertising and makes no effort to sell the new Packard "Clipper." Signed by the dealer, who has been long subjected to pressure for new car deliveries, the advertising does a public relations job in explaining to his customers why more Packards have not been available and why neither dealer nor factory could alter the situation.

George T. Christopher, Packard president and general manager, explains, "We had planned and prepared product advertising in which there was a strong element of 'sell.' But we cancelled that when material and parts shortages, caused by labor difficulties in suppliers' plants, permitted our assembly line to operate only nine days out of the first 90 this year.

"We decided, instead, to lay the cards on the table—tell all potential new 'Clipper' owners, through the

2,000 Packard dealers, exactly what had happened, and ask their patience a little longer.

"Newspapers were selected as the ideal medium for this special advertising, because of the nature of the copy, and the desire to use local dealers' signatures."

Mr. Christopher reports that although the advertising bears the signature of the dealers, it does not cost them a cent. The factory is footing the entire bill of approximately \$132,000.

Supplementing the newspaper campaign, public relations copy headlined, "Never Before In Packard's History Has There Been An Announcement Ad Like This," is currently appearing in five leading magazines. Full-color pages in *The Saturday Evening Post*, *Colliers*, *Life*, *Time*, and *Newsweek* point out that no major changes will be made in this year's Packard cars at least until well into 1947, outline reasons for this decision by the company, and end on the note, "Packard Is A Good Company To Do Business With."

Wet—Boil—Shockproof

Key to the new nationwide Casco heating pad campaign is the revolutionary construction features of the product, it is announced. Extensive consumer advertising during the summer and fall is planned through mag-

azines with a total circulation of 13,000,000 and will be based upon dramatizing the comfort of the new Casco wetproof and 30-control heating pad operation.

Advertisements ranging from one column to half a page are scheduled to appear in consumer publications. Highlight of the trade advertising is the business "sales stimulator" box which has been developed to provide dealers with novel sales building ideas throughout the current campaign. Included in this monthly feature are suggestions for more eye-catching displays for heating pads, more effective merchandising promotions as well as other timely selling tips.

Outlined for the trade, also, is the thorough testing each wetproof pad undergoes at the Casco laboratories in order to corroborate the advertised statement: "It's Wetproof—It's Boilproof—It's Shockproof."

The Gray Advertising Agency, New York City, is in charge of the Casco heating pad advertising promotion.

Wider Baby's Menu

Following three years of intensive laboratory research and testing, the Gerber Products Co. is introducing a new addition to its line of baby foods—a special barley cereal—now in national retail distribution.

In announcing the new product, Earle Johnson, vice-president of marketing, says: "For centuries barley gruel has been highly recommended for baby's diet. Now it is offered to the Nation's mothers in pre-cooked, ready-



BATH SALTS STICKS . . . Shulton, Inc., adds another package to its Early American Old Spice toiletries with this wall-hanging box of salts cylinders.

Grade AA (fried)

Yolk round, upstanding; small zone of thick white, lesser fringe of thin white; covers small area when broken . . . The AA grade egg gets 5c per doz. premium, an extra \$400 profit on 8,000 doz. per year for Henry Schlueter

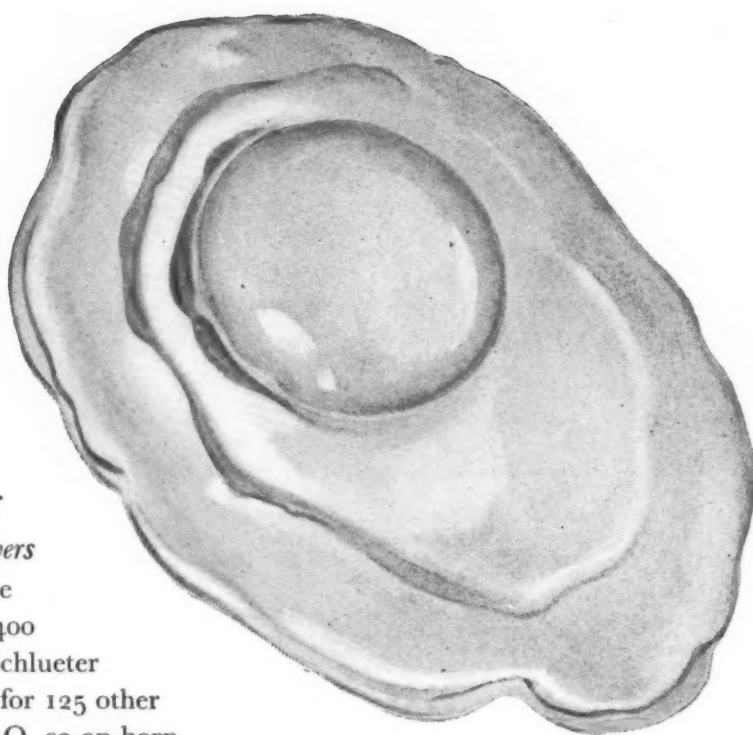
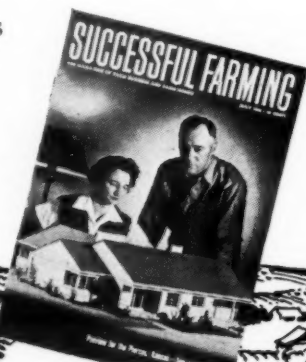


. . . and a quality market for 125 other poultrymen in a Wooster, O. co-op born of Depression prices in 1932 . . . Better breeds, better feeds, frequent collection, Federal grading, faster shipment, direct sale to chain . . . intelligent approach, better methods, aggressive enterprise . . . is the success story of this Wooster co-op, illustrated with four-color charts for grading—title “Better Checks for Better Eggs” page 23—in SUCCESSFUL FARMING for July.

This egg article is the typical SF story . . . timely, significant reporting for use by successful business men in the nation’s No. 1 business of farming—typical of the million-plus SF subscribers, best “class” market in the world today!

These SF farmers are segregated in the thirteen midwest “Heart” states plus Pennsylvania and New York . . . with the best brains, soil and climate, families larger than the U. S. average . . . largest investments in land and equipment, largest yields, widest diversity, highest cash incomes, largest margin for spending . . . with the most wants and most means . . . a market no intelligent manufacturer can ignore today—or the medium that reaches most of it most effectively, and at low cost! . . . For details, call any SF office . . .

SUCCESSFUL FARMING, Des Moines, New York, Chicago, Detroit, Cleveland, Atlanta, San Francisco, Los Angeles.



“Hyacinths for the soul”

—flower arrangements of interest to farm women . . . page 60

1041 coyotes killed—from a plane—this last year by Oklahoma farmer . . . page 41.

Feed sack fashions—for children’s clothes, curtains, etc. . . page 70.

Corn cobs—have 71% of the food value of shelled corn for beef cattle . . . page 81

And scores of other items, ideas, articles . . . and interesting advertisements . . . make SF for July interesting reading for any advertising man!

to-serve form, rich in Vitamin B-complex and added iron." Mr. Johnson points out that the barley cereal increases variety of available baby foods.

The new barley cereal is appearing in a brilliant yellow box, and will be backed by a comprehensive program of national advertising, point-of-sale promotion, and a special campaign among the medical profession.

Readers of *McCall's*, *Ladies' Home Journal* and four other top magazines will learn of the product through full-page four color advertisements reaching more than 15,000,000 women readers. *Parents' Magazine*, *Redbook* and six other women's magazines will carry full color two-third page advertisements. In addition, 18 other magazines will run special Gerber barley cereal copy.

Further coverage of women readers—approximately 14,000,000—will be obtained for Gerber advertising through *This Week Magazine* and *The American Weekly*.

Other salient points in Gerber Products Company's promotion of its new cereal barley include: a life-size display, with 36 inch high full color, true-to-life baby, for point-of-sale; colored pennant hangers and window streamers designed to give the package high visibility; a direct mail campaign, plus advertising in medical journals, to bring the medical profession first hand knowledge of the new product.

Roma's New Wines

"Grand Estate" is the name of Roma Wine Company's new line of premium wines about to be introduced to the trade with 1,000-line newspaper copy and radio commercials announcing it this month. The initial advertising will appear in 67 newspapers in 65 markets with 640-line and 340-line advertisements to follow. Full time commercials on the Roma radio show, *Suspense*, will feature "Grand Estate" on all 81 CBS stations carrying the production.

Roma distribution heads, it is reported, are currently in the midst of presenting the first releases of the new line to wholesalers in various sections of the country. Twenty thousand key retailers are being prepared for the "Grand Estate" with direct mail announcements and information, and with point-of-sale material playing up the line which includes a medium sherry, ruby port, golden muscatel, burgundy, and sauterne. Price range will be from \$1.18 (in California) to about \$1.37 in other States where taxes and freight necessitate higher prices.

JULY 15, 1946

"Fur of the Future"

Increasing their 1946 budget to approximately \$600,000, Mottly Eittington, Inc., announces plans for promotion of Bonmouton, "The Fur of the Future." Campaigns to project the new processed Bonmouton (Eittington-dyed lamb) will be launched shortly in business, general, and class magazines. The latter categories include *Vogue*, *Harpers Bazaar*, *Town & Country*, *Mademoiselle*, *Seventeen*, *Charm*, *Glamour*, and 48 college publications; also, *Life*, *The Saturday Evening Post*, *Ladies' Home Journal*, *New York Times Magazine*, *New Yorker*, *Esquire*, *This Week Magazine*, and *The American Weekly*. The advertising program, it is reported, will be backed by intensive publicity efforts.

The campaign will be supplemented further by heavy lineage in local newspapers contracted for by retailers who are being supplied with mat service booklets. Getting under way in time for August fur sales, the program will carry well into the fall. Abbott Kimball Co., Inc., is the agency.

Don't Drop It

A 1,000 line advertisement advising veterans "Don't drop your Service Life Insurance" appears this month throughout the country in 300 daily newspapers with an aggregate circulation of about 30,000,000, the Institute of Life Insurance announces.

Signed by the "Life Insurance Companies in America and their Agents," the advertisement is another step in the campaign being carried on by the life insurance field, in cooperation with the Veterans Administration, to persuade veterans to hold on to their Service Insurance. Ten commonly asked questions about National Service Life Insurance are answered in the copy and veterans are urged to bring their service insurance problems to the agents for help. This is the second display advertisement urging veterans to retain their National Service Life Insurance that has been prepared by the Institute of Life Insurance. It has been, and will continue to be, supplemented by individual companies offering the same advice to veterans in their own advertising.



"Do we get some goods to sell pretty soon, or do you just want me for your little sunbeam?"

"GATEWAY
TO THE RICH
TENNESSEE
VALLEY."

W
L
A
C
NASHVILLE



50,000
WATTS

REPRESENTED BY
THE PAUL H.
RAYMER CO.

Shop Talk

Demonstrations Come Back: "Frills" in selling make good conversation pieces, but the biggest job in sales training today is still that of teaching men the ABC's of salesmanship—inducing them to make a correct approach, touch all the bases, present benefits as opposed to nuts-and-bolts, to use devices and ideas which will enable a prospect to help to sell himself.

If we could only get salespeople to make good demonstrations, we would have made much headway. And demonstrations are coming back. In many of the sales training plans the SM editors have examined in the last six months, we have found emphasis on the technique of good demonstration, with a substantial part of the training routine devoted to demonstration practice. (One excellent example; the Hurley plan reported in SM for March 1, 1946, under the title "Why Every Hurley Salesman Must Learn to Iron a Shirt.")

A few days ago I received a little four-page folder put out by the Posner Advertising Agency for its client, Bilt-Rite Baby Carriage Co., titled "How to Sell a Baby Carriage." The whole idea behind it is to get retail salespeople to demonstrate the product properly. A nine-point demonstration plan is set up like this, and, in spots, I'm quoting briefly from the suggested procedure:

Demonstrate Beauty: Call your customer's attention to the classic lines of the chassis, to the number of coats of paint, to the chrome, the fine fabrics, the padded cushions.

Demonstrate Balance: Ask your customer to lean on various parts of the body so that she may see how tip-proof it really is—how safe it is for her baby.

Demonstrate Steering: Ask your customer to push the carriage. Point out how easily it rolls—how effortlessly she steers it.

Demonstrate Brake: Demonstrate how easily the brake works—show how it prevents accidents.

Demonstrate Springs: Show how the springs are hung to make baby's ride more comfortable—to make it easier for mother to push the carriage up and down curbs or steps.

Demonstrate Body: Open the extension front to show how it provides for future growth of the child.

Demonstrate Wheels . . .

Demonstrate Other Conveniences . . .

Demonstrate Ease of Cleaning . . .

There's a lot of sound salesmanship embodied in that suggested procedure. If your wares are sold through retail channels, it would cost little to give retail salespeople a similar presentation for your own product. Oh yes . . . the baby carriage folks do not forget to add, "DO ask for the order."

Inside Sales Management: "Like the Tasmanian Flea, the formula for fun is a fugitive thing." So wrote T. Harry Thompson, in an introduction to SALES MANAGEMENT's "Book of Cartoons" published in 1942.

Even our most profound psychologists seem baffled when asked to define humor. What things are funny? Why are they funny? How do you go about writing a gag? If there were some foolproof blueprinted answers to these questions, planning cartoons for SALES MANAGEMENT would be easy. As it is, each little piece of tomfoolery you see in these pages in the form of a cartoon has behind it its own little story of sweat and anguish.

SALES MANAGEMENT

When I sit down with Bill Trent or Mike Angelo—the two artists who provide SM's cartoons—we throw away two hundred ideas for every eight or ten we pass as acceptable. Oddly enough, things that entertain us when we talk about them sometimes turn sour or go flat in picturization. Conversely, gags that seem weak and witless sometimes emerge as sparklers when sketched out with good characterization.

Because laughter is a tonic, SM's subscribers write, by the hundreds every year, for permission to reprint our pot-shots at the foibles of selling. They enliven many a salesman's bulletin. Three of our originals now hang in the offices of the Federal Trade Commission in Washington, *Fortune* reprinted two of them with an article on public relations. Like good stories, they get around.

Back in 1931 there appeared, in *Collier's*, a cartoon of a businessman banging a fist on the corner of his desk and shouting to his caller, a meek little man who might have been a salesman, "There isn't any reason for it. It's just our policy!" And that was how I happened to find and meet

A Guy Named Angelo: And he's worked for SALES MANAGEMENT ever since.

Emidio Angelo—inevitably called "Mike" by his friends—started to draw before he could toddle, when a piece of chalk was his brush and a sidewalk his canvas. At 20 he entered the Pennsylvania Academy of Fine Arts (he's a Philadelphian) where he won two prized European scholarships. Like most other artists, he yearned to do "fine art," but the inexorable forces of economics derailed that line of thought and he switched to cartooning before the ink on his European diplomas had dried.

The Saturday Evening Post bought one of his drawings in 1929; then he broke into *Collier's* and the old *Life*. His career was set. Currently Mike does a daily political cartoon for *The Philadelphia Inquirer*, appears in almost every issue of *Esquire*, continues to contribute to the *SEP* and *Collier's*. As if that weren't a full time job, he has a syndicated cartoon panel called "Funny Angles" running in 20 newspapers. (Says Angelo: "That's the paper shortage. I'm hoping for three or four hundred papers by the time my contract expires ten years from now . . . then I'll spend my old age painting and traveling.")

A home movie enthusiast, Angelo's favorite models are his wife and two little girls, Joya (age 6) and Donna (age 2). He has a ready grin, an altogether comfortable philosophy, and a single vice: He likes to duck out for an evening now and then and play poker with the boys. And now you might turn to page 83 and chuckle over one of his drawings.

Re-Education of a Sales Executive: The SM staff, only slightly slowed down by the July humidity, is putting together a revised master reading list for sales executives and their salesmen. The old one, published in December 1943 and January 1944, is now obsolescent, listing as it does, a number of books which are out of print. The new bibliography will appear in one of the fall issues, will be reprinted for distribution through Readers' Service Bureau.

I have just read a remarkable manuscript, in on today's air mail from Chicago. It's the story of a campaign that revolutionized an industry—the story of All-Purpose Rit. Before the war, home dyes were the 10-cent unloved, unhonored and unsung products that retailers hid away in a drawer. Industry sales were falling. Then came an improved product and a whole new concept of promotion to back it. Listen to this: Today Rit alone sells more than the entire industry sold pre-war, spends more annually on advertising than the total dollar-sales-volume of the company in 1939! You'll read the full story in SM for August 1. It's a humdinger.

A. R. HAHN
Managing Editor.

**80%
BIGGER
IN
1946**



2,500,000*

COLLEGE STUDENTS

— up 80%

from previous high.

**A bigger market
than San Francisco,
Cleveland and
Atlanta combined.**

**AMERICA'S LARGEST
CLASS MARKET
reached without
waste only through
COLLEGE
NEWSPAPERS**

**Uniform mechanical
requirements.**

One contract.

**One bill,
regardless of list.**

Write for market and rate data today.

NATIONAL ADVERTISING SERVICE, INC.

National Advertising Representatives
of All College Newspapers

420 Madison Ave., New York City

* est. by Veterans Administration

FOR PEACETIME PURCHASES

★ ★ ★

Cash Returns From Farms of Washington, Idaho, Oregon

Four War Years, 1942-1945 . . . \$3,649,698,000*
Four Pre-War Years, 1933-1941 . \$1,548,140,000

Gain: Over Two Billion Dollars

*Preliminary figures for 1945

Buying power! What creates it?

In the farmer's case two factors are paramount. 1. Number of acres farmed. 2. Yields per acre. In Washington, Idaho, Oregon the average farmer plows, cultivates and plants one-third more land than the average U. S. farmer and on these larger farms harvests far bigger yields per acre, the quantity production cutting down "manufacturing costs" and increasing profits.

During the past two years Pacific Northwest farmers received over two billion dollars from their farming operations. Never before in their history did they have as good a year financially as they enjoyed in 1944 and again in 1945, yet 1946 already looms up as another top year for these favored farmers.

With big fields and bumper yields Pacific Northwest Farmers have built up a tremendous cash reserve.

What this means in quantity demand for scores of different commodities is revealed in the Farm Trio's 23d annual consumer survey in which 1667 representative farmers cooperated. Results will be published in a booklet entitled "What's Being Bought in 1946 For the Farms and Farm Households of Washington, Idaho, Oregon." Copies will gladly be sent on request, when available.

To influence sales through advertising in this great farm market, there is no substitute for the dominant farm coverage offered by local, home state farm papers.

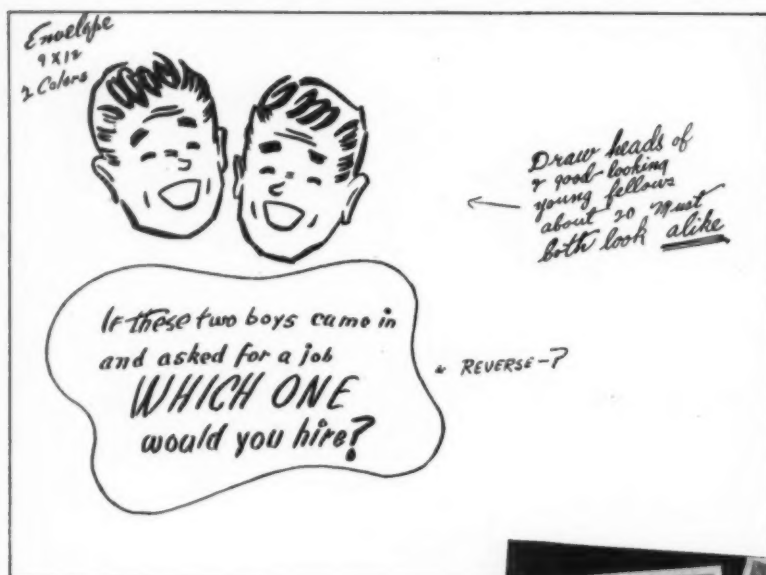
THE PACIFIC NORTHWEST FARM TRIO

THE WASHINGTON FARMER THE IDAHO FARMER THE OREGON FARMER

COMBINED NET PAID CIRCULATION OVER 150,000 EACH ISSUE

General Offices: Spokane, Washington—State Offices: Seattle, Portland, Boise

Advertising Representatives: Associated Farm Papers—Chicago, New York, San Francisco



SELL THE MAILING: This provocative envelope (top) arouses interest. Front cover (right) builds up curiosity in the text.

"little lady" who buys *one* can of beans gets a four-color brochure telling her "why she should be using Whoosis beans" when the man who sells *thousands of cans* is lucky to get a mimeographed letter!

Perhaps it doesn't matter so much in today's seller's market, but wise management already recognizes that the day is not too far off when it may again be the buyer's market and selling and the salesman will once more be in the king's seat.

Therefore, it may be worthwhile, at this time, to consider what kind of *planning* and *execution* will make sales promotion mailings more effective and productive.

I expect that every successful advertising and promotion man who does creative work has some kind of a pattern, formula or outline which he follows consciously or subconsciously. Mine is very simple. While there may be others far better, I find that it works for me and many different companies for whom I have developed many hundreds of promotion mailing pieces over the past 20 years.

Before turning a hand toward the development of any mailing in a campaign, I want to be sure that there is sufficient time to do the job *right*. Often considerable time is required to get information from the field, interviewing sales people and company executives, or getting expert assistance outside when necessary. This being assured, the next step is to set down on paper the five basic points which, to me, seem most important in the development of an effective mailing:

1. Purpose of mailing
2. Why necessary
3. How to do it
4. How to make job easier



5. Idea theme for mailing

To illustrate this simply and clearly, it is probably better to use just one mailing piece as an example, although the same principles are applicable to almost any type of promotion mailing designed to get sales people to do some specific job. Let us take one mailing from the Pure Oil Company's "Time to Climb" campaign operated among their dealers last fall, as our example.

The campaign was built around a dramatic ladder symbolical of the "ladder of success," and each step represented one part of the dealer's job in his climb to get on top. The mailing we will discuss was to be designed to get over the idea of "Good Help," which was Step No. 7.

From my files, I have taken the work sheet which was used in lining up this mailing and the five basic points around which it would be built. (See Figure 1, which is a reproduction of this sheet, to see how points were covered in advance of any attempt at layout or copywriting.)

This is really a guide for thinking-out the whole mailing and what you want to cover. Note how one point

leads right into the next. When we decided that the *purpose* of the mailing was not only to get dealers to employ adequate help, but to get a higher caliber of help, it was apparent that this was *necessary* because both the quantity and quality of dealers' helpers had deteriorated during the war. Also, that, on his own, the dealer was not qualified to tell the difference between good help and bad.

Under "How to Do It," it was obvious that we must note that we had to show the dealer *how* to tell good help when he saw it. Not being an employment expert, we also made a note to contact some authority on the subject. This led automatically into the next point, and stimulated our thoughts on what we could do to make the job *easier*. A scientifically designed, but simple, job-application form suggested itself, so we made a note of that.

By that time, our thoughts on the mailing piece were beginning to take shape and, as an *idea theme* for the mailing, we hit on the "twins" idea to dramatize how hard it is to be able to tell good workers from bad because "looks are deceiving." Checking closely with our client, we soon found that we were on the right track.

Arrangements were made with a personnel counsellor to work out the rating chart to help weed out applicants for jobs whose potentials were too low, and to develop a job-application form that would be a definite help to the dealer in raising the calibre of the employees he hired.

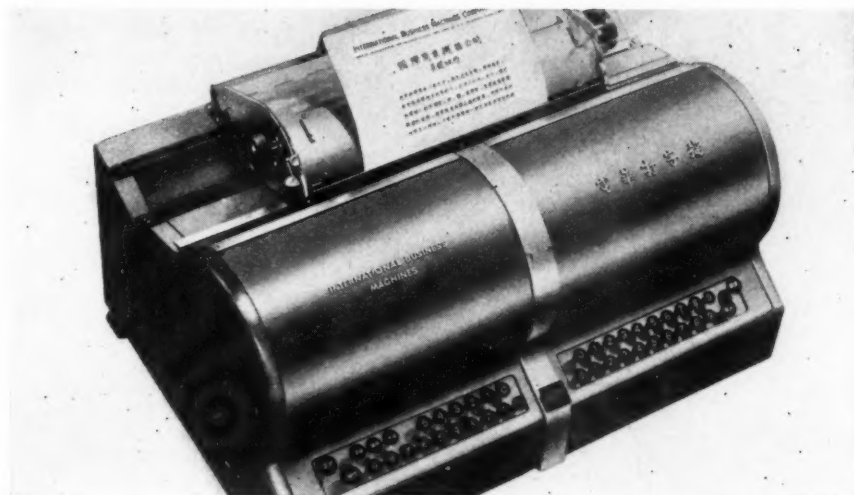
The Production Line

With an authority at work on supplying us with what we needed to furnish the "how to do it" and an agreement reached on the subject matter for our mailing, we were ready to start on the idea layout of the actual mailing.

This done, we were ready to turn over the job to our production man and art department for final drawings, purchasing of paper stock, etc. This all went into the works before final information and suggested forms for job applications were received and copy written. Then, knowing what we wanted to say, the copy job was comparatively simple and all that remained was the typesetting and actual printing of the piece. (Which shows the finished mailing as it was finally produced and sent out to dealers throughout the country.)

It was effective because it was carefully planned, well executed, and made the dealer *want* to do a better job on hiring help because it made it easier for him to do so and *showed* him *how*.

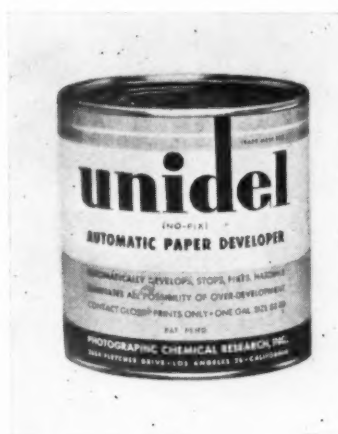
Coming Your Way



VERSATILE MACHINE: New Chinese typewriter is also provided with an English alphabet.

.....**electro-automatic chinese typewriter**, the first to be produced, has been designed and developed by the engineers of International Business Machine Corp. They were assisted by Mr. Chung-Chin Kao, a noted Chinese engineer, who suggested a method by which the need for a practical commercial Chinese typewriter might be filled. It is capable of typing at the rate of 40 to 45 words a minute in the hands of an experienced operator. The new Chinese typewriter contains a cylinder upon the surface of which some 5,400 ideographic type faces are engraved, arranged in rows vertically and horizontally. Its development was based on the principle that the common Chinese written language is expressed in ideographs which are derivatives of graphic illustrations and require no direct connection with phonetic enunciation. Therefore the language of abbreviated illustrations serves as the universally understood written medium for the many diverse dialects. The machine is controlled by a keyboard containing 43 keys. The 36 numerical keys are divided into four groups and any character can be placed in the printing position by striking one key in each group, the first determining the thousands digit, the second the hundreds digit, the third the tens digit, and the fourth determining the unit digit and operating the typing mechanism. The machine is also provided with an English alphabet, numerals, punctuation marks and 40 Chinese phonetic characters for auxiliary purposes. The electro-automatic Chinese typewriter also can be used as Chinese tele-communications equipment.

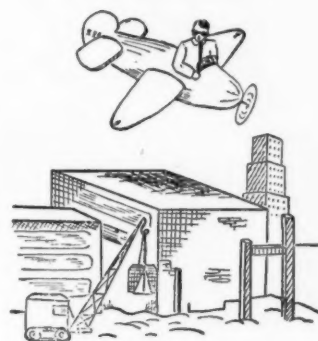
.....**unidel automatic paper developer** is now being offered to the photographic industry by Photographic Chemical Research, Inc. It is formulated to provide perfectly developed prints in just three minutes from all contact glossy papers. Only one solution is used to develop, stop, and fix the print. Used as a team mate to Unidel Automatic Film Developer, it is said to make the entire processing operation—from film to finished print—a simple automatic procedure which every camera user, amateur or professional, can enjoy. The automatic developer eliminates all possibility of over-development and the print may be left in solution for any length of time without harm. Another advantage



PHOTOGRAPHER'S AID: A 3-in-1 developer.

is that the print may be exposed to light as soon as the image begins to appear. Unidel Automatic Paper Developer is packaged in dry chemical form in sizes of half-gallon and one gallon. The material is prepared for

A PEEK INTO *Akron's* FUTURE



A. POLSKY CO.
Adding 85,000 square
feet of floor space.

One of the largest mercantile expansion programs in recent years is now under way by one of Akron's largest department stores, The A. Polsky Co.

The project calls for the addition of 85,000 square feet of selling space. When completed next fall the store will have six full floors, each covering an entire city block, and will be one of the most modern stores in the United States.

In making the announcement Mr. Polsky said, "This expansion signifies our faith in the future of Akron which we rank as one of the really substantial cities of the country."

Another great store has shown its faith in Akron's future. Yes, Akron is truly a great retail Market.



JOHN S. KNIGHT, Publisher

Represented by:

STORY, BROOKS & FINLEY

New York • Philadelphia • Chicago
Cleveland • Los Angeles • Atlanta

ON TOP!

Hooper's five-month rating of the "Screen Guild Players" gives Wichita the top spot with a score of 28.9 compared to the Nation's 23.3. Wichita did well by Ma Perkins, too, with a rating of 12.0 compared to the average 7.4.

Wichitans like to stay at home—and buy at home, too.

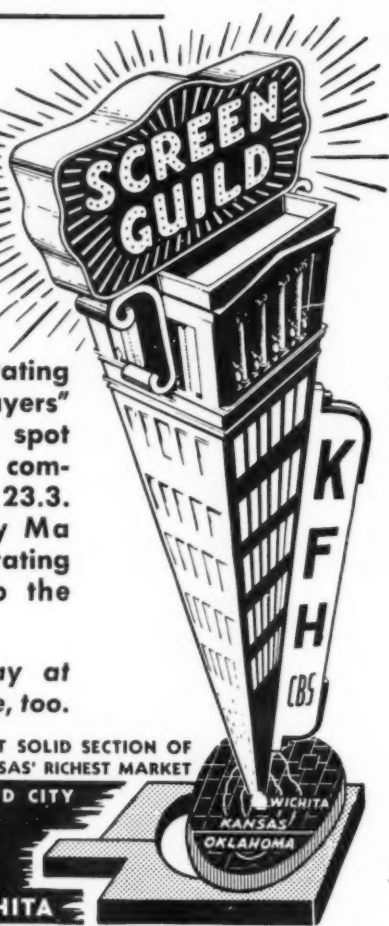
THAT SOLID SECTION OF
KANSAS' RICHEST MARKET

WICHITA IS A HOOPERATED CITY

KFH

WICHITA

CBS . . . 5000 WATTS DAY AND NIGHT . . . CALL ANY PETRY OFFICE



use by dissolving in water as indicated on the package. Distilled water is suggested for best results.

.....**pressmaster**, a convenient appliance for pressing slacks, trousers, neckties, pleats, hems and lapels, is being introduced by the Pressmaster



NOVEL PRESSER: It will not scorch fabrics.

Co. It heats in three minutes and as it utilizes the natural (latent) moisture in all materials, no wet cloth is required. According to the manufacturers, the presser will not scorch or shine any fabric. The complete appliance is approximately the size of a military brush. The streamlined handle is made of Bakelite. The Pressmaster operates on any 110 or 115 volt AC or DC outlet and uses only 27 watts. Now being distributed through regular retail channels, it carries a lifetime guarantee and retails for \$4.95.

.....**soil resistivity meter**, an instrument designed to serve those industries which require some construction or equipment underground, has been developed by Associated Research, Inc. It is expected to find many applications inasmuch as damage and destruction wrought by electrolysis and corrosion from soil currents mount into heavy costs. Protection founded on positive readings (such as provided by the soil resistivity meter) can prevent much of this. The device supplies advance information as to the resistivity of soils where oil and gas pipelines, water supply systems, utility services, communications lines, etc., are to be installed. This new model No. 243 measures ohms total resistance, but it is calibrated to read units of ohms per cubic centimeter. Full-scale reading is 30,000 ohms per cubic centimeter. Reading is within radius of approximately 12 inches of tip of probe, which can be inserted to any desired level. It has a self-contained power source. Potential is three volts obtained from two No. 6 dry cell batteries. The meter is housed in a lightweight, weather-proof case.

Convenient, comfortable, hospitable
—that's Cleveland's favorite hotel

Hotel Cleveland

CLEVELAND, OHIO

Directly connected with Union Passenger Terminal



Jobber Enlists Suppliers in One-Day Sales Training Workout

A. E. MacAdam & Co. men not only see displays arranged by some of their manufacturer-suppliers, but they hear and observe quick product demonstrations. They also constitute a jury of opinion on the sales possibilities for offerings of new products and lines.

Based on an Interview by Etna M. Kelley with

R. A. FERRAN

Vice-President and General Sales Manager

A. E. MacAdam & Co., Inc.

Brooklyn

A. E. MACADAM & Co., Inc., Brooklyn, has evolved a method of staging semi-annual sales conferences which is noteworthy in several respects. The salesmen enjoy the meetings, and the conferences help the men to improve the quality of their salesmanship. At the conferences, the MacAdam salesmen absorb information, learn to make demonstrations and to use "door-openers." On the other hand, MacAdam management and the manufacturers get the benefit of the salesmen's first-hand reactions to products they already are selling or to products which would be available to them if MacAdam officials gave the O. K. Surprisingly enough, in view of the results, these conferences last one day.

Salesmen Judge New Items

R. A. Ferran, vice-president and general sales manager, sees thousands of products, new and old, in the course of the year. He has a keen sense of what the company can handle profitably. In the current period of short supplies and irregular deliveries, many new lines have been taken on. But there have been other lines offered to him about which he was uncertain. To get MacAdam salesmen to help make decisions on such items, exhibitors are asked to display them at conferences.

At a recent sales conference, Denison Manufacturing Co. presented several products which evoked a good response from MacAdam salesmen. Among them were gift-wrapping papers, ribbons, and address labels. Another item the men thought they could sell was packaged gold stars—the kind teachers use to indicate that "Johnny has been a good boy," and parents sometimes use to commend a child for brushing his teeth or drinking milk. The customary use for stars

is to decorate gift packages, but the new uses (new to MacAdam men) suggested at the meeting lifted the stars out of the seasonal class.

Another useful purpose served by manufacturers' participation at the conferences is the opportunity they provide for product demonstrations. Some of the many items handled by the salesmen really need to be demonstrated for effective selling. But MacAdam salesmen are busy people, and for the most part not mechanically inclined; furthermore, contacts with manufacturers' representatives—for the purpose of acquiring knowledge of demonstration methods—was not always easy to arrange.

At the same conference, Better Packages, Inc., demonstrated the firm's Tape-Shooter, a gummed paper tape dispenser, sold to shipping rooms of both stores and manufacturers. The Better Packages booth was next to that

of Tanglefoot Co., which exhibited, among other products, gummed tape. This provided opportunity to remind the men that these two products supplement each other, and to point out the importance of proper adjustment and operation of tape-dispensing machines.

The Tanglefoot representative also demonstrated the electrically operated insect-killing machine, the Difusolier. Thorough knowledge of the product and of its operation is necessary to sell it successfully. Since this demonstration, demand for Difuso (the insecticide) and the Difusoliers from MacAdam salesmen has increased tenfold, and the initial shipment to MacAdam after the conferences was sold within three days.

In addition to the exhibits of suppliers, MacAdam set up its own display of "dogs"—the forgotten items, most of them discontinued stock. It is a MacAdam policy to use bargain-basement methods to clean out such stock, even at a loss, and to get capital back into use, and reclaim useful warehouse space.

The high spot of the afternoon session was a Quiz Program, along "Information Please" lines, with questions relating to items in the MacAdam line, or methods of selling them. Adopted as an entertaining method of dispensing information, this feature grew out of Mr. Ferran's feeling that MacAdam salesmen should not only be

A Word About A. E. MacAdam & Co., Inc.

In the trade, A. E. MacAdam & Co., Inc., Brooklyn, is known as a "paper distributor," but the company's 26 salesmen also sell hundreds of items unrelated to paper, as well as the products of competing manufacturers—a very diverse line. They operate chiefly in the Metropolitan New York Area and less intensively as far north as Maine and as far south as Georgia.

MacAdam's customers are drug stores, restaurants, bakers (who buy for their own use), stationers, gift shops, and variety and department stores (who buy for resale). Some of the lines MacAdam carries are: Lily-Tulip, Tanglefoot, Oval

Wood Dish, Better Packages, and Voorhis-Tiebout. Obviously, MacAdam salesmen need to be informed on basic sales techniques—also on how to put across the selling points of a broad line.

These are the men who recognize a good "door-opener" when they see one, a "door-opener" usually being a specialty which not only gets a hearing for the salesmen but enables them to open new accounts. So these semi-annual sales conferences (of which this is the fifth) held by MacAdam are two-way propositions: The salesmen learn about the entire line; manufacturers obtain a pre-test of the saleability of their products.

well informed themselves, but capable of passing information on to their customers.

The men were divided into six teams of four or five each. Anyone on a team could answer a question, and 20 points were allotted for correct answers to each question. The time limit was 30 seconds to a question. The two teams with highest scores competed in a run-off, to determine which was winner. Members of the winning team each received a \$5 gift certificate.

Some of the questions were of a

general nature, touching upon paper and related products handled by the company. Others involved specific products and selling techniques. Here are a few samples:

Name two features of the Counter-boy Tape Shooter Senior.

Practical jokers in a paper mill often send a green hand for a paper stretcher—perfect ream—or paper tester?

For what do the letters N.P.T.A. stand? The letters T.A.P.P.I.?

The paper of your letterhead is known as: Ream—Bond—Book—Legal—Quire?

What are the principal trade names of Industrial Tapes products?

What are the three qualities of Taperlite candles?

What are the three big advantages of Tanglefoot Difuso?

Basically, what is the MM plan?

Paper money is an invention of the: Chinese—Arabs—Egyptians—Italians?

Woodpulp is extremely important in all but one of the following industries. Which one is that? rayon—Cellulophane—paper—plastics—explosives?

What are the two best gum-tape machines to sell to the average retail store for small parcels?

The Elmendorf is a test for: acidity—burst—tear—starch?

True or false. Counting sheets of paper by hand is no longer done in modern paper mills.

Later, each manufacturers' representative spoke for five minutes on what their companies could do for MacAdam. Talks also were made by A. E. MacAdam, Jr., president of the company; A. E. MacAdam, 3rd, executive vice-president, and by Mr. Ferran.

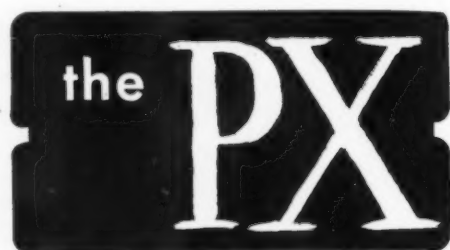
Prizes for Educational Value

Guests knew in advance that the entire show was "on MacAdam." For example, space allotted to each supplier was already set up and decorated in advance, so that each representative had only to arrange his merchandise and add any decorations he wished to use. A prize for the best manufacturers' display is awarded on the basis of its educational value to the MacAdam organization, rather than on the beauty of the display.

Another feature of the conferences are the presence of guest experts—men who are authorities in specialized fields. At the most recent conference, there were two men from Industrial Tape Corp. who are well informed on all kinds of pressure-sensitive tapes, both for retail store use and for industrial use.

Peacetime expansion plans for MacAdam are chiefly in the nature of "selling more to the same customers," rather than winning new customers. As Sales Manager Ferran expresses it, "We have many customers who don't buy complete lines from us. To some, we sell paper towels but not soap, and vice versa. We hope to cement good relationships with our best customers—with those who pay their bills, who put the merchandise out on the counter and really sell it. We're using this time to analyze our markets. One thing we want to do is to sell as much as possible to near-by customers, instead of going far afield. What's the use of going to Westchester if there's someone right here in Brooklyn to

SALES MANAGEMENT



A VITAL MARKET

WITH A DRAMATIC PAST

WITH AN IMPORTANT PRESENT

AN EXCITING FUTURE

During the war when millions of men and women joined the services, they left their civilian sources of supply and bought their everyday necessities at Army Exchanges and Navy Ships Service Stores. Manufacturers, wanting to keep their customers, saw to it that the "PX" outlets stocked their standard brand products. Result: over \$2,000,000,000 worth of merchandise flowed through these "stores of the military" every year of the war. That was dramatic volume!

Yet today according to a recent release the Army "PX" alone is currently doing business on the basis of over a billion dollars a year!

With the draft extended for another year, with pay increase, with a substantial Army and Navy now a certainty for the immediate future, with millions of young men passing through the funnel of the armed forces, with many of these boys fresh from

sections of the country where standard brand items are thinly distributed, with all these customers at the age when they form brand habits they will exercise during the remaining forty years of their lives, with the "PX" the only convenient source of supply open to them while they are in the service—perhaps you can see why we get out of breath from excitement, over the possibilities of this market for any manufacturer who wants to get his product (in full size and at full profit) into the hands of young men who will continue to buy it for themselves and their families even after they return to civilian life.

Of course, the magazine in which to advertise—to reach the men who do the buying for these Army PXs and Navy Ships Stores—is Post Exchange.

There's a lot more to the story of this unusual market. We'd be glad to explain. Contact our nearest office.

... A Youthful Market With a Great Future

POST EXCHANGE

ARMY • NAVY • MARINES • MERCHANT MARINE

Main Office—292 Madison Ave., New York 17, N. Y.

HARLEY L. WARD, Inc. 360 N. Michigan Ave. CHICAGO 1, ILLINOIS	WALTER W. MEERS 100 Marietta ATLANTA 3, GA.	SIMPSON REILLY, Ltd. Garfield Building LOS ANGELES 14, CAL.	SIMPSON-REILLY, Ltd. Russ Building SAN FRANCISCO 4, CAL.	FRED WRIGHT CO. 915 Olive Street ST. LOUIS 1, MO.	DUNCAN MACPHERSON 700 So. Washington Sq. PHILADELPHIA 6, PA.
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whom we can sell more? The place to look for new business is with customers already on our books . . . they know us . . . they must like us or they wouldn't buy from us . . . we know them and their credit standing. Therefore, we aim to get our new business from old customers."

Compared to some other wholesale organizations, MacAdam is not large. Yet, considering that its operations are concentrated in the Metropolitan New York area and that its volume is, in the aggregate, large, the company is an important one. Many of the firm's policies have won warm commendation from both manufacturer-suppliers and customers. For example, there are no secrets; any supplier may go into the sales office and examine figures.

Another interesting policy is the encouragement manufacturers receive to contact salesmen, whose telephone numbers and home addresses are available to them. MacAdam's executives like to have manufacturers' salesmen work with the men. As Mr. Ferran expresses it, "After our man has spent two or three days with a mill man who is specializing on his product, he has picked up the sales technique to sell the goods almost as well as the mill man himself could do it."

Hommes? 
Femmes? 

You Catch BOTH in the Courier-Express

In 1945, men's apparel stores placed **65.7%** of their advertising in this man's paper.

Among the women's apparel stores **56.6%** of the advertising lineage appeared in this favorite woman's paper.

You can trust the preference of these on-the-scene advertisers to know that in Buffalo

... You Need the

*Buffalo
Courier-Express*

**BUFFALO'S ONLY
MORNING & SUNDAY NEWSPAPER**

JULY 15, 1946

As of July 1st 1946

The Dell Detective Group
will be known as

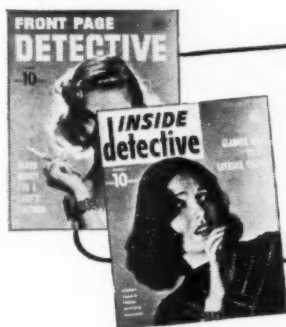
DELL MEN'S GROUP

1946 marks the 10th anniversary of one of the largest men's groups in publishing. To recognize fittingly this decade of growth into a mighty advertising medium, we are adopting the name **DELL MEN'S GROUP** . . . symbolizing our settled acceptance among over 2 $\frac{1}{4}$ million readers.

We base our acceptance securely on the fact-detective appeal. But in addition—

We have broadened our editorial content. It now includes the new hunting and fishing departments, by the widely-quoted authorities Ray Trullinger and John Hightower.

In magazines where 87% of the readers report they read every item, this department is proving a solid service for sportswear and equipment manufacturers seeking a non-duplicated audience. Have our representatives tell you about it.



**DELL MEN'S
GROUP**

Human Interest Stories with a punch

DELL PUBLISHING CO., INC.
149 Madison Ave., New York 16

CLUES TO THE DELL MARKET... Median age of reader, 35.8... median income \$2,950... 3.4 persons per family... 77.8% are married... 37.3% own their own homes...

[101]

169 Exclusive Tie-ins

AKRON, OHIO*—The M. O'Neil Co.
A. Polisky
ALLEGHTOWN, PA.—Hess Brothers
ALLIANCE, OHIO—Spring-Holworth
ASHEVILLE, N. C.—Bon Marche, Inc.
ASHTABULA, OHIO—Carlisle Allen Co.
ATLANTA, GA.—Rich's, Inc.
ATLANTIC CITY, N. J.—M. E. Blatt Co.
BALTIMORE, MD.*—Hochschild, Kohn & Co.
O'Neill & Co.
BATON ROUGE, LA.—The Dalton Co., Inc.
BATTLE CREEK, MICH.—L. W. Robinson Co.
BINGHAMTON, N. Y.—Hills, McLean & Haskins
BIRMINGHAM, ALA.—Louis Pizitz Dry Goods Co.
BOSTON, MASS.—Jordan, Marsh Co.
BRIDGEPORT, CONN.—Howland Dry Goods Co.
BROOKLYN, N. Y.—Abraham & Straus
BUFFALO, N. Y.*—J. N. Adam & Co.
The William Hengerer Co.
CANTON, OHIO.*—Erlanger Dry Goods Co.
Stern & Mann Co.
CEDAR RAPIDS, IOWA—Killian Co.
CHARLESTON, W. VA.—The Diamond
CHARLOTTE, N. C.—J. B. Ivey & Co.
CHATTANOOGA, TENN.—Loveman's, Inc.
CHICAGO, ILL.—Carson, Pirie Scott & Co.
CINCINNATI, OHIO—Mabley & Carew Co.
CLEVELAND, OHIO—The Halle Brothers Co.
CLINTON, IOWA—J. D. Van Allen & Son, Inc.
COLORADO SPRINGS, COLO.—Kaufman, Inc.
COLUMBUS, OHIO—F. & R. Lazarus Co.
CRAWFORDSVILLE, IND.—Goodman's Dept. Store
CUMBERLAND, MD.—Rosenbaum Bros., Inc.
DALLAS, TEXAS—Neiman-Marcus
DAVENPORT, IOWA—M. L. Parker Co.
DAYTON, OHIO—Rike-Kumler Co.
DECATUR, ILL.*—Block & Kuhl Co.
Gebhart-Gushard Co.
DENVER, COLO.*—The Denver Dry Goods Co.
The May Co.
DES MOINES, IOWA—Yunker Brothers, Inc.
DETROIT, MICH.—J. L. Hudson Co.
DURHAM, N. C.—R. L. Baldwin Co., Inc.
ELGIN, ILL.—Block & Kuhl Co.
ELIZABETH, N. J.*—R. J. Goerke Co.
Levy Brothers
ERIE, PA.—Erie Dry Goods Co.
EVANSTON, ILL.—Lord's
EVANSVILLE, IND.—De Jongs, Inc.
FARGO, N. D.—Herbst Department Store
FLINT, MICH.—Smith Bridgman Co.
FORT WAYNE, IND.*—Patterson-Fletcher
Stillman Dry Goods Co.
FORT WORTH, TEXAS—W. C. Stripling Co.
GRAND RAPIDS, MICH.—Wurzberg Dry Goods Co.
HAMILTON, OHIO—Robinson-Schwenn Store
HARRISBURG, PA.*—Bowman & Co.
Pomeroy's, Inc.
HARTFORD, CONN.*—G. Fox & Co.
Sage, Allen & Co.
HIBBING, MINN.—Herberger's, Inc.
HOLLYWOOD, CALIF.—The Broadway-Hollywood
HOUSTON, TEXAS*—Foley Bros. Dry Goods Co.
Sakowitz Brothers
HUNTINGTON, W. VA.*—Anderson, Newcomb Co.
Bradshaw-Diehl Co.
INDIANAPOLIS, IND.—L. S. Ayres & Co., Inc.
JACKSON, MISS.*—The Emporium
R. E. Kennington Co.
JACKSONVILLE, FLA.—Cohen Brothers
JOHNSTOWN, PA.—Glosser Brothers
JOLIET, ILL.—M. A. Felman Co.
KALAMAZOO, MICH.—Gilmore Brothers
KANSAS CITY, MO.—Emery-Bird-Thayer Dry
Goods Co.
KENOSHA, WIS.—Hyslop Department Store Co.
KNOXVILLE, TENN.—Anderson-Dulin-Varnell Co.
LAFAYETTE, IND.—Loeb & Hene, Inc.
LANCASTER, PA.—M. T. Garvin & Co.
LANSING, MICH.—F. N. Arbaugh Co.
LAWRENCE, MASS.—A. B. Sutherland Co.
LINCOLN, NEB.—Miller & Paine, Inc.
LITTLE ROCK, ARK.*—M. M. Cohn Co.
Pfeifer Brothers
LONG BEACH, CALIF.—Buffum's
LOS ANGELES, CALIF.—The May Co.
LOUISVILLE, KY.—The Stewart Dry Goods Co.
LOWELL, MASS.—The Bon Marche, Inc.
LYNCHBURG, VA.—Guggenheimer's, Inc.
MACON, GA.—Dannenberg Co.
MADISON, WIS.—Harry S. Manchester, Inc.
MANCHESTER, N. H.—Leavitt Stores Corp.
McKEESPORT, PA.—The Famous Co.
MEMPHIS, TENN.—J. Goldsmith & Sons
MIAMI, FLA.—Burdine's, Inc.
MILWAUKEE, WIS.—Gimbel Brothers, Inc.
MINNEAPOLIS, MINN.—The Dayton Co.
MOBILE, ALA.—L. Hammel Dry Goods Co.
MUNCIE, IND.—Ball Stores, Inc.
NEWARK, N. J.*—L. Bamberger & Co.
Kresge Department Store
NEW ORLEANS, LA.—D. H. Holmes Co., Ltd.
NEW YORK, N. Y.—Bonwit Teller, Inc.
NORFOLK, VA.—Ames & Brownley, Inc.
OAKLAND, CALIF.—H. C. Capwell Co.
OKLAHOMA CITY, OKLA.—Halliburton's
ORLANDO, FLA.—Dickson-Ives Co.
PASADENA, CALIF.—The Broadway Pasadena
PATERSON, N. J.—Quackenbush Co.

* Exclusive during
different months

169 Stores

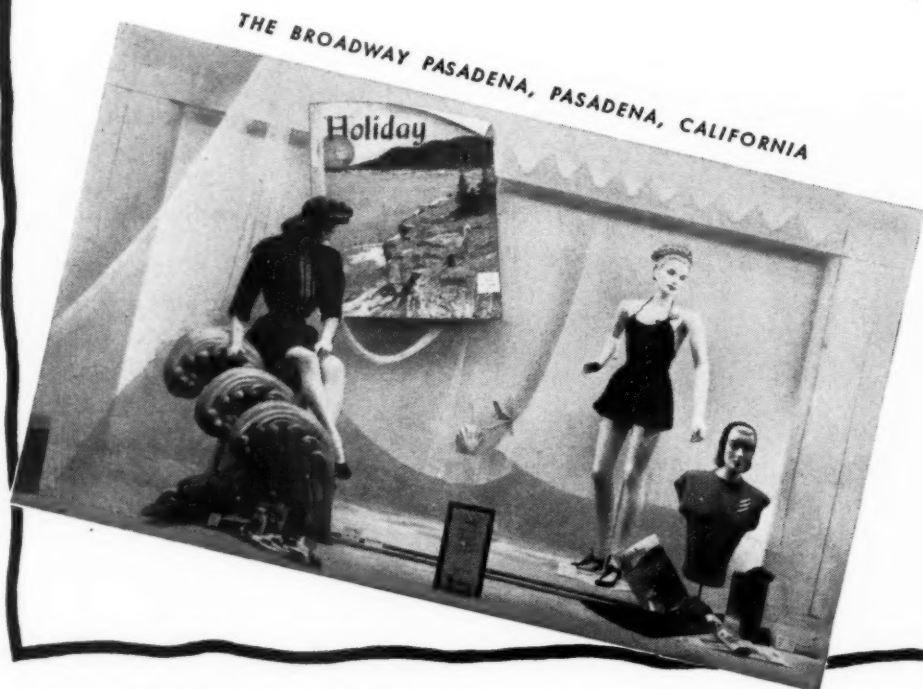
BOOST SALES

Talk about merchandising tie-ins!

Holiday is only five months old—and 169 important stores in 150 cities across the country have already capitalized on Holiday tie-ins and promotions.

These 169 stores based their own window ideas on Holiday themes... they used covers, articles and features of the stimulating new Curtis magazine to bring added sales impact to displays and departments... created entire "Holiday Shops" ... and asked for more!

Merchandisers first hailed the new Holiday as a "natural" for boosting sales of all kinds, from trout flies



PHILADELPHIA, PA.*—Gimbel Bros., Inc.
Strawbridge & Clothier
John Wanamaker
PHOENIX, ARIZ.—Goldwater's
Mercantile Co.
PITTSBURGH, PA.—Gimbel Brothers, Inc.
PLAINFIELD, N. J.—Rosenbaum Brothers
PONTIAC, MICH.—Waite's, Inc.
PORTLAND, ORE.—Meier & Frank Co.
PORTSMOUTH, OHIO—Marting Bros. Co.
POUGHKEEPSIE, N. Y.—Lucky, Platt & Co.
PROVIDENCE, R. I.—The Outlet Co.
RACINE, WIS.—Zahn Dry Goods Co.

READING, PA.—Pomeroy's, Inc.
RICHMOND, VA.—Miller & Rhoads, Inc.
ROANOKE, VA.—S. H. Heironimus Co.
ROCHESTER, N. Y.—B. Forman & Co.
ROCKFORD, ILL.—Block & Kuhl Co.
SACRAMENTO, CALIF.—Weinstock,
Lubin & Co.
SAGINAW, MICH.—Seitner Brothers
ST. JOSEPH, MO.—Hirsch Bros. Dry
Goods Co.
ST. LOUIS, MO.*—Scruggs-Vandervoort-
Barney, Inc.
Stix, Baer & Fuller Co.

ST. PAUL, MINN.—The Golden Rule
ST. PETERSBURG, FLA.—Rutland
Brothers, Inc.
SAN ANTONIO, TEXAS—Joske Bros. Co.
SAN BERNARDINO, CALIF.—The Harris
Co.
SAN DIEGO, CALIF.—Walker-Scott Corp.
SAN FRANCISCO, CALIF.—The
Emporium
SAN JOSE, CALIF.—Hale Brothers, Inc.
SANTA MONICA, CALIF.—H. C. Henshev
Co.

SALES MANAGEMENT

in 150 Cities WITH Holiday

to trousseaux. Now they are repeating **Holiday** promotions, many of them month after month, because their sales records show a surprising profit story—show that **Holiday** tie-ins really stir up that *urge to buy*. Like advertisements in **Holiday**, they get *results*.

And here's the reason . . .

Holiday attracts the able-to-buy group—active, spending people. They identify themselves with this bright new magazine—turn to it as an authentic guide in making their plans for Recreation, Travel and Play.

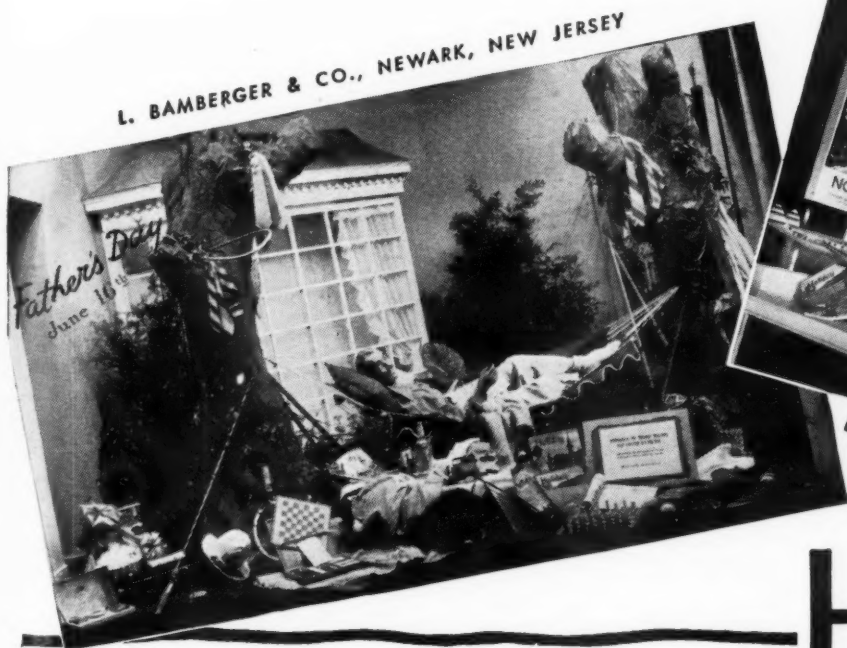
The **Holiday** mood is a Spending mood.



NEIMAN MARCUS, DALLAS, TEXAS



BONWIT TELLER, NEW YORK, N. Y.



L. BAMBERGER & CO., NEWARK, NEW JERSEY

Holiday-

A CURTIS PUBLICATION

SCHENECTADY, N. Y.—Carl Co.
The Wallace Co.
SCRANTON, PA.—Cleveland & Simpson Co.
SEATTLE, WASH.—Frederick & Nelson,
Inc.
SHREVEPORT, LA.—The Hearne Dry
Goods Co., Ltd.
SIOUX CITY, IOWA—Davidson Bros. Co.
SOUTH BEND, IND.—Robertson Bros.
Dept. Store, Inc.
SPRINGFIELD, ILL.—Myers Brothers
SPRINGFIELD, MASS.—Forbes & Wallace
STAMFORD, CONN.—C. O. Miller Co.

STOCKTON, CALIF.—Stockton Dry
Goods Co.
SYRACUSE, N. Y.—E. W. Edwards & Son
TACOMA, WASH.—Fisher's
Rhodes Brothers
TAMPA, FLA.—Maas Brothers
TERRE HAUTE, IND.—Root Dry Goods Co.
TOLEDO, OHIO—La Salle & Koch Co.
TORONTO, ONT.—The Robert Simpson
Co., Ltd.
TRENTON, N. J.—S. P. Dunham & Co.
Swern & Co.
TUSCON, ARIZ.—Albert Steinfeld & Co.

TULSA, OKLA.—Brown, Dunkin Dry
Goods Co.
UTICA, N. Y.—Boston Store
WALTHAM, MASS.—Grover Cronin, Inc.
WASHINGTON, D. C.—The Hecht Co.
WATERBURY, CONN.—Howland-Hughes
Co.
WATERLOO, IOWA—Jas. Black Dry
Goods Co.

WHEELING, W. VA.—Stone & Thomas
WICHITA, KANSAS—George Innes Co.
WILKES BARRE, PA.—Fowler, Dick &
Walker
WILLIAMSPORT, PA.—L. L. Stearns &
Sons
WORCESTER, MASS.—Wm. Filene's
Sons Co.
YORK, PA.—Charles H. Bear & Co.

18 Ways Public Warehouse Service Can Ease Distribution Headaches

As production increases, new territories are opened, and competition on speed and service sets in, manufacturers may want to give renewed consideration to the place of the public warehouse as a device to accelerate the flow of goods and achieve controlled costs.

IN the era ahead the success of many companies will hinge upon a variety of factors. Distribution is one of these. It is among the factors most discussed and studied by executives. Never has there been such concern among companies over their distribution functions as now. Bases for this concern are: (a) The realization that more effective distribution systems can make possible more efficient and economical production; (b) the fact that today's potential market is the largest ever encountered and the problems of distribution are more complex.

It is now virtually impossible almost everywhere for a company to rent quarters for branch houses, and the lack of building materials and labor necessary for construction gen-

erally prohibit the building of branch houses no matter where.

SALES MANAGEMENT recently conducted a survey among prominent merchandise warehouse operators to develop from them the facts which they feel executives should consider. These were asked:

"What do you consider the advantages of using public merchandise warehouses rather than company branch houses?"

Generalities such as the fact that merchandise warehouses are located in every major distribution area in the Nation and ready to operate immediately when called upon were cited in most of these replies. However, no fewer than 18 basic reasons were offered. No single argument was cited by more than 75% of the group.

Broken down, the reasons for using public merchandise warehouses as advanced, in the order of their frequency, are:

1. The manufacturer can realize an actual cash saving through use of public merchandise warehouse facilities.

2. Flexibility of storage space not possible in a company-owned building may be obtained in a public warehouse.

3. Public warehouse charges are made on a per unit basis, allowing the manufacturer to figure his distribution costs exactly.

4. Well trained personnel, experienced in the storage and handling of merchandise and devoting their entire time to this work, are available at the public warehouse.

5. By using public warehouses for establishing spot stocks at many points throughout the Nation, the manufacturer is able to make immediate delivery to more customers than he would with a necessarily limited number of branch houses, thus preventing the strained relations and lost sales which might result from his customers being out of stock.



ACROSS THE NATION: American Warehousemen's Association, Merchandise Division, has member warehouses in the above cities.



"TRIP-TEST" SEATTLE

IT WILL pay you in dollars and in pleasure to visit Seattle . . . to see for yourself what a *great city*—what a great market—Seattle is today. The Seattle city zone has over half a million population. And so rich, so responsive is this great market that in sales volume it ranks among the first 15 in America. The SEATTLE TIMES is read in nearly all Seattle homes . . . the **FIRST** advertising medium in Seattle.

THE SEATTLE TIMES



SEATTLE
WASHINGTON

REPRESENTED BY O'MARA & ORMSBEE, INC. • NEW YORK • CHICAGO • DETROIT • LOS ANGELES • SAN FRANCISCO

Johnson City Daily Exposes Bootleg Ring

Johnson City, Tenn.—"It was
enough to
open.

So
(Ten
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Th
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echo

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Well Done!

A newspaper devoted to serving the best interests of its community will prosper and thrive on the response of its readers. The PRESS-CHRONICLE in Johnson City, Tennessee is such a newspaper. Witness the confidence of its readers as evidenced by this reprint from Editor & Publisher (April 27, 1946).

The PRESS-CHRONICLE policy of devoting its unending energies to the betterment of its readers has proven that there will always be a place for the small town newspaper, for the PRESS-CHRONICLE.

Where There Is Confidence... There Is ACTION!

A newspaper that has earned the right to represent its readers has earned the right to sell merchandise for its advertisers. Witness the outstanding results achieved in recent campaigns by national, local and classified advertisers in the PRESS-CHRONICLE.

Johnson City, an outstanding test market, is also Tennessee's 5th largest market. It has achieved and maintained this position without influx of war industries or other temporary measures. Are you getting your share of the \$20,000,000 retail sales going through Johnson City cash registers?

JOHNSON CITY ★ TENNESSEE
The PROVEN Test-Market.
JOHNSON CITY TENN. PRESS-CHRONICLE
REPRESENTED BY *Mid-South Dailies*
NEW YORK · CHICAGO · MEMPHIS

EDITOR & PUBLISHER

6. While branch house facilities are hard to find in many cities, there are public merchandise warehouses in almost every city of any consequence throughout the land.

7. In a public warehouse, the manufacturer is guaranteed responsibility in the handling of his merchandise.

8. Merchandise warehouses are equipped to offer all of the services which a branch house affords—and to perform them, as a rule, at less cost to the manufacturer.

9. At a public warehouse, the manufacturer may obtain warehouse receipts for use as collateral, thus making it possible to "turn his goods into cash" even before they are sold which he cannot do if the goods are stored in company branch houses.

10. Through the Accredited List system the warehouseman can fill orders without referring them to the home office, when this service is desired, thereby speeding up the service to customers.

Solves Labor Problems

11. The use of a public warehouse relieves the manufacturer of worries, such as labor problems, etc., which often accompany the administration of a branch house.

12. The public warehouse has all the necessary facilities for storing and handling merchandise — facilities, in many cases, which the manufacturer could not afford at his branch house.

13. Public warehouses are located on railroad sidings and, in port or river cities, at the docks eliminating intermediate transportation charges.

14. As a rule, lower insurance rates are obtainable in public warehouses than in branch houses.

15. Most public warehouses today provide office space for rent, so that the manufacturer can keep his sales force near his merchandise.

16. Public warehouses will store different grades of merchandise separately, provide local delivery service and otherwise expedite the handling of merchandise.

17. They will survey local conditions and supply the manufacturer with jobbing lists, local traffic data and other information more easily available to them than to a branch house manager.

18. They will provide almost any "extra" service, such as repackaging, stencilling, weighing, C.O.D. collections, etc.

Comments from some of the leading men in the public merchandise warehouse field who answered, edited somewhat to avoid repetition, are as follows:

J. Leo Cooke, vice-president and

SALES MANAGEMENT



YOU CAN'T TEAR HER AWAY FROM

seventeen

—she's in love with her favorite magazine. And 850,000 teen-mates feel exactly the same . . . and so do their parents . . . and so do their teachers. For the country's high school girls live by SEVENTEEN's fashion and service features; they swear by the magazine they read and believe.

A hundred small warehouse stocks in different localities cost the same for storage and handling, roughly speaking, as a dozen large stocks. And nothing reduces sales resistance as

R. E. Abernathy, Interstate-Trinity Warehouse Co., Dallas, Tex.: When the volume of business is small a branch warehouse would be too expensive for many commercial warehouse accounts because the volume is not adequate to carry fixed overhead of branch facilities and organization. When a manufacturer or distributor is entering a new and unproven territory a branch warehouse means building or leasing and involves long-term

In a more limited sense, when branch house building facilities are not available, as is the case in most cities today, there is another problem. This situation today as it stands is probably temporary and will disappear after a few years of normal industrial building.

1. Quicker and more accurate information for salesmen of stocks in warehouses available for sale.

2. Quicker shipment of salesmen's orders. Nothing reduces sales resistance as much as beating a competitor in quicker delivery after sale.

Warehouses can offer every service of a branch warehouse except selling and they can often assist in selling. If the customer will file an accredited list of buyers with the warehouse, then the warehouse is in position to fill orders received direct from the buyers. This makes goods available to established buyers easily, smoothly and promptly. Many small warehouse users employ only one or two salesmen. Salesmen must be out in the territory. The warehouse can answer the telephone in a businesslike manner, take orders, give information, forward mail, and do other useful acts.

L. T. Howell, vice-president, Terminal Warehouse Co., Philadelphia: If the nature of the business permits, public warehouses should be used because of the economical advantages offered by them. Some businesses are excluded from the use of public warehouses because they deal in a great variety of tiny packages. Still others have merchandise which requires technical services such as fitting, assembling and finishing. Some deal with goods too hazardous or too perishable. But a tremendous variety of commerce—almost the entire range of manufactured articles and packaged imports — can economically find its home in public warehouses.

Thousands of concerns in this last category find in the public warehouses a flexibility which avoids the necessity of having to purchase or rent premises large enough to provide for seasonal peaks and for future growth of business. Furthermore, since almost every business changes radically in a decade and is generally revolutionized every 20 years, the building which suits perfectly the requirements today may in a few years become a groaning white elephant.



... And The Pull Was **TERRIFIC**

Hugh Clay Paulk of Boston placed a one-time six inch insertion in about 100 newspapers recently — including the Worcester Telegram-Gazette — advertising Parachutes to be used as Swinging Hammocks, Auto Coverings, Tents for Youngsters and Beach Umbrellas. An unsolicited note from the advertiser reveals the tremendous pulling power of the Telegram-Gazette. Mr. Paulk writes: "Outside of the New York Herald Tribune*, the cost of selling each parachute in your papers was less than in any other, and I have used nearly a hundred."

The Telegram-Gazette gets action in Central Massachusetts . . . one of the nation's wealthiest and most productive markets.

(*Our Congratulations to the New York Herald Tribune!)

The TELEGRAM-GAZETTE
WORCESTER, MASSACHUSETTS

















GEORGE F. BOOTH Publisher

PAUL BLOCK and ASSOCIATES, NATIONAL REPRESENTATIVES

OWNERS of RADIO STATION WTAG



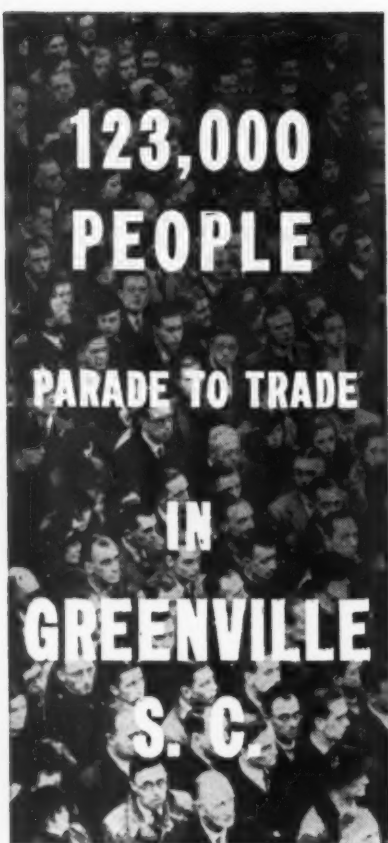
You can sell the top executives
in the world's richest market by using*

CIRCULATION	PRESIDENTS*	VICE-PRESIDENTS*	SECY. & TREAS.*	MANAGERS*
NATION'S BUSINESS 461,416	 178,788	 32,498	 81,521	 122,389
FORTUNE 180,558	 37,737	 9,390	 5,778	 34,126
BUSINESS WEEK 133,768	 48,291	 9,203	 12,574	 25,684
U. S. NEWS 207,155	 49,682	 9,791	 11,277	 30,054
DOMINATE THE BUSINESS MARKET—Use all Four				

Figures based on latest available information from publications.

**Nation's
Business**

WASHINGTON, D. C.



Greenville is the trading center for a 10 mile area of 123,000 people — heart of South Carolina's leading county; 1945 Retail Sales, \$73,645,000*. A 100,000 market that draws from 711,711 people living within 50 miles.



COMPLETE COVERAGE OF AN "A" SCHEDULE MARKET
Include the Greenville papers on your "A" schedule. 103% family coverage of South Carolina's top market — Greenville County. Total daily circulation 75,453.

Represented Nationally by
WARD-GRIFFITH COMPANY, INC.
*Sales Management Estimates—1945

GREENVILLE
IS A **100,000+**
MARKET
1ST IN SOUTH CAROLINA

If the sales force operates from an office in a public warehouse, they can load up advertising matter, displays and promotional merchandise in their automobiles at their office under the supervision of the branch manager. Premium merchandise is handled efficiently in this manner. A psychological advantage is found in that salesmen see and feel the stock of merchandise backing up their sales efforts.

Ernest L. Becker, executive vice-president, Cincinnati Merchandise Warehouses, Inc., Cincinnati, O.: Public merchandise warehouses should be used to maintain spot stocks for immediate delivery, such deliveries to be in quantities of 250 pounds or more in weight per shipment. Anything less than this would really mean retail deliveries. These are both costly to the shipper and non-productive to the warehouse.

Public merchandise warehouses of course are interested in storage, but primarily they are concerned with shipments arriving in car lots for obvious reasons, and the benefit to the shipper would be the saving in freight rates to a central point for local distribution, which should be the major purpose of maintaining warehouse stocks.

A branch house might be established when diversity of items and small weight shipments are required, and the volume is great enough to warrant the establishment of a branch house.

When public merchandise warehouses are used, many advantages accrue, particularly to the company when the products stored are such items that are known in marketing circles as consumers or convenience goods. For example, all food products, though spices and condiments could not profitably be handled because of the small demand.

During the reconversion period capital household goods, such as washing machines, stoves, radios, and other electrical household appliances could be distributed from a warehouse which had been supplied the proper credit listings and salesmen could effect prompt delivery to customers.

In a carefully prepared sales program of a large national distributor, allowances should be made for additional distribution costs in order to meet competition and give prompt delivery service. We are still in a seller's market and will continue to be for some time to come. The seller who is to gain the consumers' acceptance will be that one who can make prompt delivery, and by that we do not mean a week but a matter of days.

Theodore F. King, manager,
Arrow Transfer & Storage Co.,

Chattanooga, Tenn.: Distribution through public merchandise warehouses has the decided advantage of flexibility as compared with operating through a company-owned branch. The cost of warehousing is on a per unit basis with no commitment of expense for other than services actually performed. This is a decided advantage to any distributor who has a seasonal distribution or who is operating in an expanding or declining market.

Warehouse costs are generally less than branch costs unless there is a multiplicity of small deliveries wherein the warehouseman's minimum charges absorb an abnormal percentage of profit. The public warehouseman is seldom equipped to handle what might be classed as retail sales as opposed to commercial or wholesale sales.

Public merchandise warehouses are generally conveniently located in the center of the wholesale district. They are staffed with competent personnel with executive ability and are required by law to take as good or better care of stored merchandise than would be exercised by the owner.

When using public warehouses the traffic department is assured of the proper handling of claims; the sales department is assured of efficient service to its customers; the personnel department is relieved of many labor problems; the accounting department is assured that it will have no losses of merchandise.

Many national distributors who have sufficient tonnage and dollar volume to justify the establishing of their own branches continue to use public warehouses because of the flexibility and the arrangement, the economy, the security, the efficient handling, and the relief to their general offices of the many complications involved in tax matters and other considerations of operating a company-owned branch. Typical examples of such distributors are the soap manufacturers, food processors, and appliance manufacturers.

W. G. Tanzer, sales manager, Crooks Terminal Warehouses, Inc., Chicago: To have merit, the services of public merchandise warehouses must provide an economic advantage; that is, they must show a profit. Profit may take the form of actual cash savings in operation or the cash value of time saved operating executives. Saving the energy and avoiding distraction of executives in sales, traffic, and production departments is a very important way in which public merchandise warehousing saves money for its customers.

SALES MANAGEMENT



KDKA: Familiar Voice on the Farm Front

THE LEADING STATION in industrial Pittsburgh is *at home*, daily, on many thousands of farms, in five states.

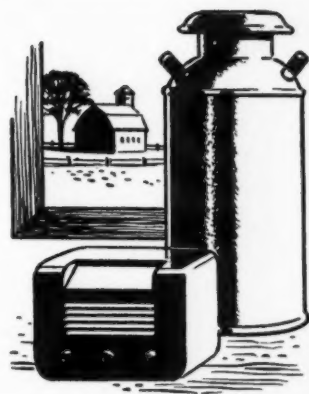
The farmer's day starts early. So does KDKA. From 6 to 7 each weekday morning, countless farmers turn to KDKA's "Farm Hour" for up-to-the-minute farm information.. as essential to modern agriculture as fodder or fertilizer.

This program is unique in radio. 25 years old.. and its audience is still growing. Conducted personally by Homer Martz, KDKA's Farm Director and a recognized

authority on his subject. Gives full coverage of market reports, weather reports, world news. Presents helpful interviews with agricultural experts.. including representatives of State and Federal farm agencies.

No wonder listeners and advertisers agree that Mr. Martz and his staff are doing a magnificent job.

Interested in harvesting sales in this rich, rural area? One-minute participations on the "Farm Hour" are effective.. and available. Consult NBC Spot Sales.



WESTINGHOUSE RADIO STATIONS Inc

KEX • KYW • WBZ • WBZA • WOWO • KDKA

REPRESENTED NATIONALLY BY NBC SPOT SALES—EXCEPT KEX
KEX REPRESENTED NATIONALLY BY PAUL H. RAYMER CO.

FLORIDA

wants to Meet You!



A mighty market awaits you in Florida . . . one of America's few merchandising areas rated able to hold all its war gains!

More people have more money to spend than ever before in Florida's history . . . a permanent predictable market that is the pacemaker for America's prosperity . . . for as Florida buys, so buys the nation.

Florida's stability as a prime market of today and tomorrow is emphasized by the steady increase in retail sales the year 'round . . . by the purchases of producers' goods, by a soaring industrial and agricultural output.

Tap this vast reservoir of purchasing power through the complete low-cost coverage of Florida's three great morning dailies . . . in Florida's three key sales areas and their tremendous trading territories.

★
TAMPA TRIBUNE

★
National Representatives

★
Sawyer-Ferguson-Walker Co.

★
FLORIDA TIMES-UNION
Jacksonville

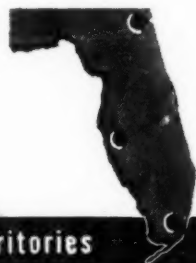
★
National Representatives
Reynolds-Fitzgerald, Inc.

★
Jann and Kelley, Inc., Atlanta

★
MIAMI HERALD

★
National Representatives
Story, Brooks & Finley, Inc.

★
A. S. Grant, Atlanta



Complete Coverage of Florida's Three Major Markets and Their Trading Territories

This item is partially or entirely hidden unless you seek it. But if those whose sales managers or production managers or traffic managers have the problem of managing stocks in branch houses will analyze, they will find much time of highpriced men devoted to branch house details that would never be required if the stocks were public warehoused.

The function of public merchandise warehouses is to store goods in original packages and provide the ordinary services such as stencilling, marking, weighing, reshipping, collection of C. O. D.'s, reporting of shipments, furnishing of inventories, etc. In this field there is no amount from the very smallest stock to the largest that cannot be advantageously warehoused by the public merchandise warehouse.

It is only where packaging or part of the manufacturing process is done that branch house operation is economically justified; that is, if a supervisory personnel has to be maintained to handle finishing operations away from the factory. Then, possibly, establishing one's own branch warehouse may be justified.

In setting up public warehouse stocks the executive has a few clear-cut problems to decide, such as proper security, advantageous location, experienced and capable warehouse organization, and competitive storage and handling rates. After this initial arrangement is made, then the only burden is to keep adequate stock and provide a means of checking the warehouseman's invoices.

Public warehouses have no limit to size of stocks carried. The customer's stock may vary at will and according to sales demands. The cost per pound or per package in the private warehouses may, on the basis of maximum requirements, seem less than the same service in a public warehouse, but on the average and through the years public warehouses handle and store goods for less, relieve plant executives

of outside distractions and burdens and provide 100% against damage, theft, pilferage and employee errors.

R. M. King, president, King Storage Warehouse, Inc., Syracuse, N. Y.: Generally speaking, the public warehouse can perform a better service and at much lower cost than can be provided by a company branch house if the nature of the commodities sold and distributed is always shipped in the original shipping package and the article sold does not require any servicing before it leaves the warehouse.

We know of many cases where the

manufacturer has started his distribution from our warehouse and has, through a long period of years, continued to operate in this way and who would not consider assuming the responsibilities and expense of operating his own branch house.

There are cases where, after the volume of business has reached a certain peak, it has been more practical for the manufacturer to establish a branch office where he could handle his own invoicing and collecting and in some cases assemble some of his products into the finished article rather than to do so at the factory.

78 YEARS OLD

BUT FORGING AHEAD ON

Youthful Ideas!

There's a lot of *spring* in the step of San Diego's 78 year old UNION and 51 year old TRIBUNE-SUN!

Their Editors knew the old San Diego . . . and they cater to the new.

**GET LATEST
FACTS from
our National
Representatives
or write direct.**

From Society to Sports . . . from World News to City Features, here is an alert, alive audience for your advertising dollars . . . kept that way by *constructive* editorial planning.

SAN DIEGO UNION and TRIBUNE - SUN

Union-Tribune Publishing Co., San Diego, California

REPRESENTED NATIONALLY BY WEST-HOLLIDAY CO., Inc.

New York • Chicago • Denver • Seattle • Portland • San Francisco • Los Angeles



How to Sell Candle-Light: Will & Baumer's 9-Point Sales Promotional Plan

Even if you sell something as elusive as the charm of a lighted taper, the same merchandising ideas which work for breakfast food, hardware or cosmetics will win dealer interest, will command display space, and will induce consumers to seek your product by name.

Based on an interview with
LEO NERENBERG
Sales Manager, Fancy Candles
Will & Baumer Co., Inc.
New York & Syracuse

WHAT a little ingenuity and a lot of merchandising sense can do to achieve steady expansion in sales for a "little money" product is well demonstrated in the nine-point promotional program set up by Will & Baumer Candle Co., Inc., New York and Syracuse. Some of this company's big-store outlets for fancy candles ring the cash register to the tune of \$30,000 or more in volume annually. One large store in Detroit sold \$55,000 worth of candles in 1945.

Good Integration of Selling

None of the company's business-building methods is new or highly unusual, yet by good integration of personal selling, a sound merchandising approach, and systematic advertising and point-of-sale promotion, candles are winning increased attention from retailers and in many cases are being stocked in several different departments within one store.

Here are the "planks" in the Will & Baumer sales promotional platform:

1. Getting the product dignified through the establishment of candle "shops" in retail outlets.

These are integrated little departments often with custom-built display arrangements which allow customers to see a full range of styles and colors offered.

2. Utilizing more than one department, in large outlets, for candle promotion.

Sometimes the candle shop is spotted in the stationery department because there traffic is fast-flowing, and usually those who sell stationery regard the unit of sale for candles as

worth while. Lamp and gift and art departments also do well with candles, for promotion often can be linked up with the sale of related items such as candlesticks, glassware, table settings, and the like.

3. Offering a merchandise "package."

One device which worked particularly well with Will & Baumer in stimulating jobber interest in opening new accounts, is a "1000" assortment introduced five years ago. It consists of eight dozen of the ten-inch size candlesticks, glassware, table settings, inch size, in standard, fast-selling colors chosen on the basis of sales records. The candles are packed 12

to the box. With each assortment there is a blondwood box with compartments for holding and displaying four of the eight-inch and four of the ten-inch sizes. This device means that dealers who buy a first stock have a good chance to turn it rapidly.

4. Making ordering easy.

A special order form developed for the "1000" assortment reduces paper work to a minimum. This form has spaces for date, order number, customer's name and address, salesman's name, class of account, and the number of the assortments. The names of the colors and the proportions of each are already filled in. For fill-ins and variations of colors there are special blanks at the bottom of the form. Through the use of this blank as much as half an hour can be saved in the ordering of candles, formerly a task requiring considerable detail and paper work.

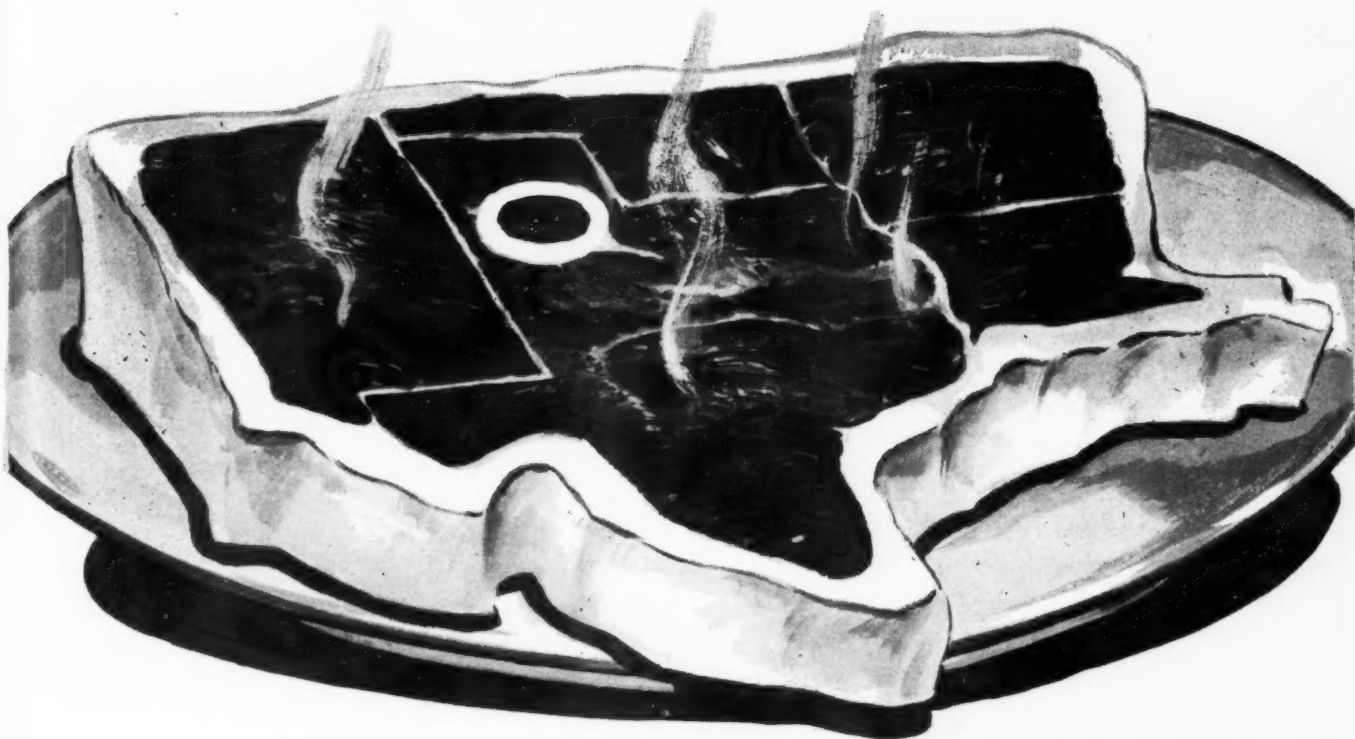
5. Developing the inherent "color" in the product through direct mail and store distribution pieces.

Sales literature distributed by Will & Baumer takes several forms. The most popular item issued in recent years is the booklet, now in its third printing, "A Guide to Lovelier Table Settings and the Etiquette of Candle-lighting." Prepared with the cooperation of *Good Housekeeping*, this 20-page booklet in color contains photographs and diagrams of formal and informal table settings. It has information and suggestions useful to any woman who takes pride in serving meals and snacks attractively. Advertising copy is kept to the minimum, appearing only at the end of the book in an outline of characteristics of Will



CANDLES SELL ON SIGHT: Display is the secret of *plus* sales. By test, candles sell best in stationery and lamp departments. Will & Baumer Candle Company's sales training manual shows how to exploit all displays. Here is a custom-built retail candle shop.

\$393,745,000 SLICE OF THE NATION'S STEAKS



... typical of the high stakes in the Sunbelt Farm Market of America

Thick, juicy steaks ... \$393,745,000* worth of them ... come from the Sunbelt Farm Market of America where warm sunshine, a long growing season, and rich soil produce 15% of the nation's beef supply. The editors of FARM AND RANCH know these herds of cattle that run the range the year 'round. In 1928 they inaugurated the breeder-feeder movement, expending their time, their money, and intensive editorial support to the movement until it gained the full accord of the cattle-raisers of the Southwest Sunbelt Farm Market. "Feeding out" the cattle has resulted in sizeable increases in cash income to the region. Activities like this through the years have made FARM AND RANCH first in reader interest. That's why your advertising in FARM AND RANCH delivers sales impact to the dealers, the farmers, and the ranchers of the Sunbelt Farm Market of America, your vital one-sixth of the total American farm market.

*Farm Income Situation, U. S. Dept. of Agriculture, April, 1945.

THE VITAL 6TH of the American Farm Market

The Southwestern Sunbelt represents a vital one-sixth of the total American farm market. The Sunbelt states: Texas, Oklahoma, Arkansas, Louisiana, and New Mexico, are big states with farms twice the size of the national average. The balance of its farm products is unparalleled in any other region. Sixteen percent of the nation's farms are located within the Southwestern Sunbelt Farm Market—producing a year 'round harvest of money crops.

FARM AND RANCH

DALLAS, TEXAS



Branch Offices: 52 Vanderbilt Avenue, New York; 75 East Wacker Drive, Chicago; 205 Globe-Democrat Building St. Louis.

West Coast Representatives: Simpson-Reilly, Ltd., Russ Building, San Francisco, California; Garfield Building, Los Angeles, California.



in letterhead paper

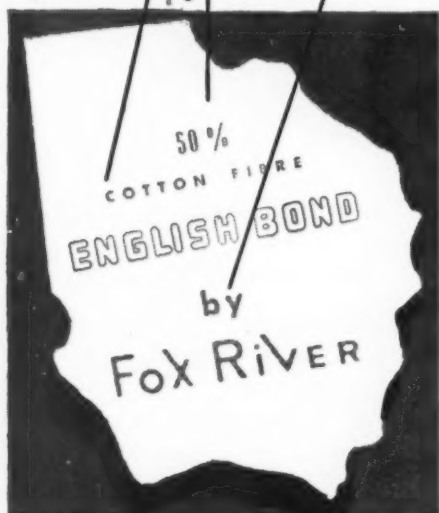
THE WATERMARK IS YOUR
quality guarantee

BE SURE
IT SAYS
3 THINGS

1 Does It Contain Cotton Fibre?

2 How Much Cotton Fibre?
25%-50%-75%-100%

3 Who Made It?



● Yes, you'll have one of the finest letterhead papers available if the watermark answers these three questions. Dictation, English, Old Badger and Anniversary Bonds are cotton fibre papers made by Fox River.

● The finest papers are made from cotton fibres... the more cotton fibre, the finer the paper. They're made by craftsmen, like the men at Fox River, who have been making fine cotton fibre papers since 1883.

● Ask your printer, lithographer or engraver about Fox River papers. He'll be glad to recommend the paper with the correct cotton fibre content for each business need.

BOND, LEDGER AND ONION SKIN PAPERS



FOX RIVER PAPER CORPORATION
418-G S. Appleton St., Appleton, Wisconsin

[116]

& Baumer candles. There is also a short history of the company on the frontispiece.

Leaflets are regularly issued to the stores, for stuffers with bills or point-of-sale distribution. Typical of these is one devoted to the Taperlite candle. Printed in yellow, black and white, it has three photographic illustrations, one showing a woman lighting candles for a centerpiece; another showing an elaborate centerpiece of 10 candles, graduated in size, in an S-shaped holder; and a third showing the distinctive "Firmfit" feature, which makes it possible to claim that Taperlites "never tip or tilt."

Another leaflet, devoted to the higher-price Vassar candle, follows the same formula, with illustrations showing a woman lighting candles, a centerpiece incorporating candles in its decorative scheme, and the distinctive "Fittite" principle of this candle.

As befits a product which has a definite aesthetic appeal, all of Will & Baumer's sales literature is attractive—even that for jobbers and dealers. The catalog, for example, has a simple but pleasing cover, with a recurring candlestick motif. When the "Guide to Lovelier Table Settings" booklet was brought out, a copy was sent to buyers, with a broadside reproducing its cover, the covers of magazines carrying Will & Baumer advertising, a summary of results accruing to dealers through distribution of this educational booklet, and an offer to send additional copies, free, to members of buyers' families, and to their sales staffs.

Correct Usage of Candles

Will & Baumer believes that consumers must be educated in the correct use of candles. The company's advertising and the booklet on table settings are designed for this purpose. But much of the necessary education must be imparted by those who sell candles. One interesting tool for this objective is the four-page booklet, "More Sales... Greater Profits in CANDLES," which tells briefly how candles are made, and what is in them (paraffine, beeswax and stearic acid); what candles to use for specific purposes; the "right answers" to a set of questions customers often ask about candles; how to display candles (including suggestions for displaying candles with related merchandise, such as china, flowers, decorative items). The suggestions to pass along to hostesses are excellent, including such useful information as the fact that only white or ivory candles must be used at weddings. The questions for

which answers are given cover the differences between good and cheap candles; proper lengths for different purposes; right temperatures for storing candles; fading; reason for packing candles in sets of four; and burning time for different types of candles, given in a table.

6. Getting news and seasonal appeal into the line by the development of holiday specialties.

Before the war, the company made over 70 varieties of fancy candles, but the number was cut down to about 30. But new designs are still fed into the line, especially for seasonal appeal—items such as Santa Claus candles for Christmas, lily-shaped ones for Easter, and other designs for holiday periods.

7. Providing display units to lend merchandising force at the point-of-sale.

Good Display: Better Sales

As is the case with most other items sold through retail stores, candles sell best where they are displayed best. Will & Baumer supplies, free of charge, a variety of display aids. The most impressive is a large tray-shaped counter top unit lined with gray velour—a piece that has found its way into most of the "candle shops." The box accompanying the "1000" assortment has already been mentioned. Color charts, posters, blowups of consumer advertisements, and a miniature scale model of early candle-makers and their molds, are other useful sales aids.

8. Putting "selling sentences" into the mouths of retail salespeople.

Example: "Have you any candleholders, sconces or torches without candles in them? They always look so cold!"

9. Employing national advertising to push brand names and develop consumer interest, and business paper advertising to sell merchandising opportunities.

Mainstay of Will & Baumer's candle line, the "Taperlite," is advertised through Barlow Advertising Agency, in such magazines as *American Home*, *House Beautiful*, *House & Garden*, *McCall's*, and *The New Yorker*. The business paper list takes in media going to florists, gift and art buyers, confectioners, grocers, department store buyers, and the paper and stationery fields. It is a comprehensive list.

Thus has one manufacturer who, before the days of gas and electricity, made and sold candles for utility use only, found an expanding market by developing the product solely from an aesthetic standpoint as an accessory for gracious living.

SALES MANAGEMENT

Sign of The Squirrel Cage . . .

"THE SQUIRREL in Nature passes the Dismal Winter in profound repose, but is a lively Domestick childer's cosset affording Pleasure by feats of agility, frolicking and feasting with Merry Ways, and shews to Advantage in a Cage of Melcher Wisinger," made at his home manufactory in Front Street, Philadelphia, in 1771 . . . where he also shaped "wire work, screens, sieves, and woven riddles for cleaning the cockle and garlic in wheat, the wild seed in flaxseed . . ."

To SYMBOLISTS, the squirrel cage represents the rapidly revolving world, and man's struggle with the cosmos . . . so seers see a close brotherhood bond between the Colonial craftsman and today's newspaper editor—who makes man and all his doings his most significant task . . . The editor cages happenings in headlines, events in the day's editions . . . and working skillfully with wires . . . sieves the cables of chaff . . . screens messages of the momentous . . . sifts the shifting scene for stories . . . weaves the winnowed into a close mesh paper open daily for public perusal.

IN PHILADELPHIA, The Inquirer wires together a worthy audience—575,000 splendid spenders with plenty of stored up acorns . . . a cache of sales opportunities, which invites the attention of cagey advertisers.

The Philadelphia Inquirer



HEARNE BROTHERS COMMERCIAL MAPS

87 maps of U. S. urban areas
covering 81% of the nation's
purchasing power

PLUS

THE FINEST U. S. MARKETING
MAP PUBLISHED

First—

IN *Quality*
IN *Clarity*
IN *Accuracy*
IN *Usefulness*

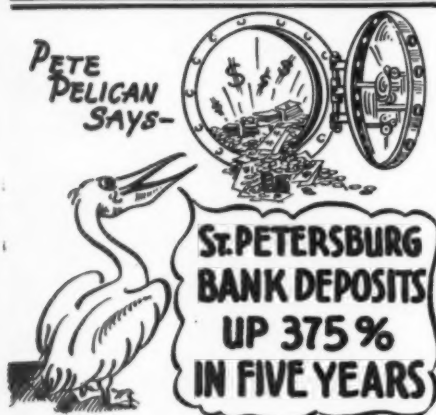
INDISPENSABLE FOR MARKET
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HEARNE BROTHERS
National Bank Bldg.
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*Over 100,000 American
Business Firms Use
Hearne Maps Every Day*



Bank deposits in this city jumped
from \$21,793,398 to \$103,596,976 in
the past five years—just one sign of
the buying power of this fast-grow-
ing town.

The Tampa-St. Petersburg market is
one of the best in the South — and
St. Petersburg is 40% of it . . . To
cover this rich St. Petersburg area,
advertise in St. Petersburg's own
daily newspapers.

ST. PETERSBURG, FLORIDA
TIMES (M & S) and
INDEPENDENT (E)

Represented nationally by
Theis & Simpson Co., Inc.

In Florida by V. J. Ornduff, Jr. Jacksonville

How To Be a Good Host When You Entertain a Customer

The rules are simple. Be courteous, use common sense, and treat your guest to all the little considerations you yourself would appreciate if you were in his place. Good manners and thoughtfulness count for more than flashy expenditures of company money.

BY DAVID S. COOK

*Sales Promotion Manager
Stromberg-Carlson Company
Rochester, N. Y.*

VERY few people will believe that anyone is going to discuss the entertainment of a customer, because for the past five years many salesmen have been too proud to associate with a single customer at a time, much less entertain one. Most of us have had a feeling that we couldn't afford to slow down and talk to fewer than three or four customers at a time, and then only by appointment.

First to Say "Hello"

I'm not the first, nor will I be the last, to tell you and remind myself that those days of indifference are almost over, and that soon we salesmen will be saying "hello" first when we meet our prospects, and we will be trying to remember names of their kids and their likes and dislikes in politics, ball-clubs, and whether or not they are fly-fishermen.

No one can say to an insurance man, a printer, an automobile dealer, a travel bureau representative, or a preacher or an undertaker, how a customer should be entertained, and make the same story stick with all of them. They're all salesmen — mathematics professors and Powers models both sell figures, but treatment given customers is slightly different—as is the sales resistance.

What this boils down to, however, can be expressed by the three "C's," and the first, of course, is *courtesy*. Remember that your customer is your guest; treat him as such. Picture him as a house-guest in your own home; try to think of what your attitude would be from the moment you usher him in the door, take his hat and coat, seat him in a comfortable chair, and inquire if he is thirsty, hungry, or what have you. After taking care of your guest's immediate needs, your

first thought is to offer him something—a commodity, a privilege, or an opportunity—something that will reflect the high esteem in which you hold him.

Today, our business contacts ordinarily are separate from our social contacts, but the thoughtful and thorough-going salesman still wants to make an impressive gift to his customer-guest. Fast-moving civilization provides its own answer to the question of what form this gift shall take—*your own time*. Time is one of the most precious commodities today, and any business man appreciates the generous and unstinted gift of another's time. Likewise, it is at once the most flattering and the most sincere gift in the world—it is the one thing that is priceless, that your customer cannot buy from you, and that shows him definitely that he comes, at least for the moment, first in your interests.

The Perfect Gentleman

To get down to cases, suppose you are entertaining a customer at lunch, and have an appointment at 12:15 P. M. at a hotel or club. Be there at 12:13 P. M., or better, at 12:10 P. M. Let your customer know that he's important enough to you to wait for him a few minutes, and that you do not begrudge the time from your busy day—taking orders over the telephone.

Let your customer take his own time about lunch—let him decide when it's time to talk shop and when it's time to leave; in short, let him feel that for the time he is with you he is the most important guy in the world to you. To himself, he certainly is the most important guy in the world, and who are you to have any lesser opinion of him—if you expect to sell him? In other words, be the perfect gentleman that you are, and if you are not one

SALES MANAGEMENT



D. S. COOK: Explains three C's.

by nature, put up the best front you can.

The second "C" is *common sense*, one of the most wonderful gifts ever handed to humanity. Common sense is the quality that tells you when to insist on taking a customer to lunch, and when to let the invitation be declined. It tells you that your out-of-town guest may want the evening to himself and is looking for an easy "out." Common sense is what keeps you from telling your firm's story too hard and too often and permits you to listen to your customer once in a while. Remember, he expects you to be prejudiced toward your company.

There are a lot of fine-sounding words that cover this general field, such as judgment, tact, diplomacy, finesse, perception, but they all more or less boil down to good, old-fashioned common sense—the kind that tells you when to come in out of the rain. An example is the old chestnut about the colored bell-hop who walked into a hotel room to find an unclad feminine occupant, and promptly said "Excuse me, *sub!*"

The Customer Himself

Now, we come to the third "C." We have *courtesy* and *common sense*, and the third is the *customer* himself. He is the guy you keep in mind all the time, even though we come to him last. To make sure you never forget him, just put yourself in his place. Just imagine how you would like to be treated if you were in his shoes; it will be a great help to you—and to him.

You all have customers. Some of you sell tangibles, like stove-lids or 70-pound coated paper. Some of you sell intangibles, like life insurance or the Community Chest. Your customers are equally varied in type, but the things you can do for and with them are somewhat governed by the type of commodity you sell. An insurance

man doesn't take his prospects to the local cemetery to show them the finished product, but in the radio business—as in almost any manufacturing plant, the production line is a fascinating scene, and your average customer loves to see the finished widgets roll off the end of the assembly line.

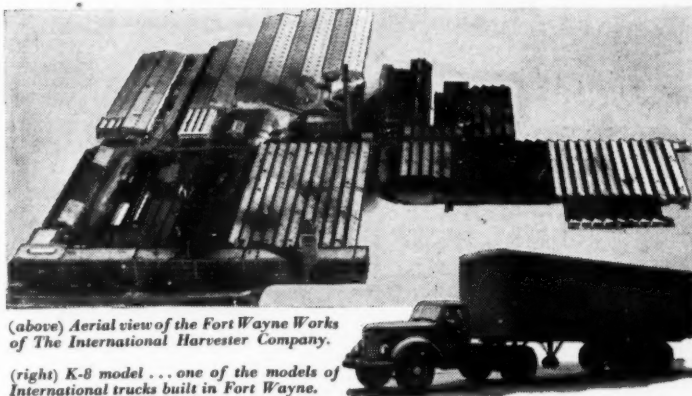
At Stromberg-Carlson, when we have an out-of-town customer, we rather take it for granted that he would like to see our plant to find out if anyone in the country really is making radios, telephones and sound equipment. We find out who he wants

particularly to see, and arrange conferences for him. We try to plan at least a brief interview with some one from top management. We let him know we regard his visit as an important one. We take care of his hotel and train or plane reservations, if he does not have them. If he stays overnight, we spend the evening with him—at his convenience and expressed interest, all the time trying to remember that he's a human being entitled to ideas of his own and a little privacy, if he wants it. There is no substitute for real interest in your customer.

INTERNATIONAL HARVESTER...

...built in Fort Wayne...

...sold all over the world!



(above) Aerial view of the Fort Wayne Works of The International Harvester Company.

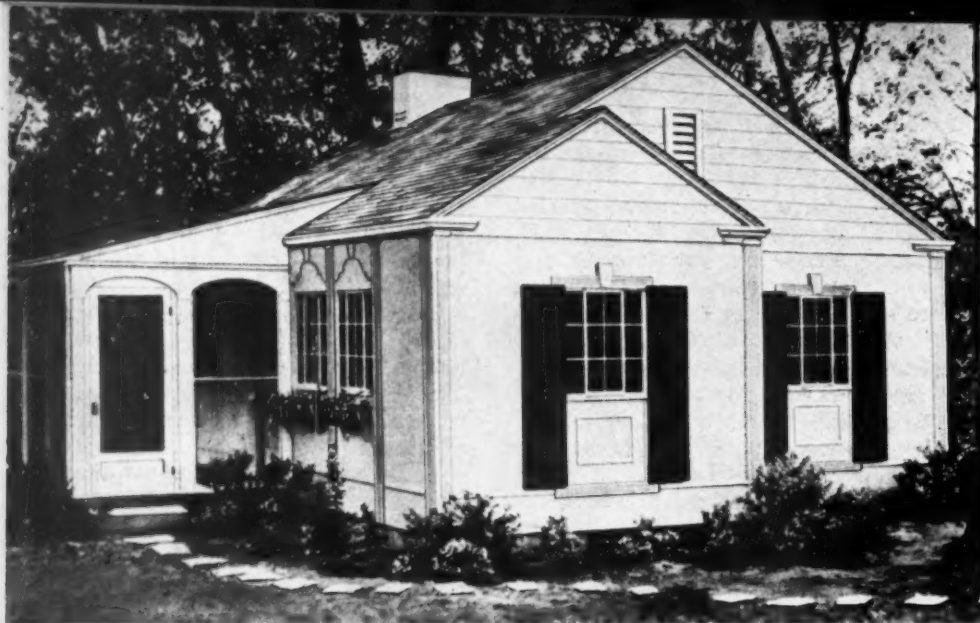
(right) K-8 model ... one of the models of International trucks built in Fort Wayne.

● Contributing to the stability of Fort Wayne as a market... International Harvester Company's Fort Wayne Works is engaged in the wider development of transportation throughout the world. Its products are helping in reconstruction everywhere. Second largest industry in Indiana's second largest retail market, International Harvester is a source of steady employment. Better trucks for better transportation... is the aim of the 5500 skilled workers employed at this time.

The News-Sentinel is delivered by carrier every week day to 97.8% of all homes in Fort Wayne.



REPRESENTATIVES: ALLEN-KLAPP CO. • NEW YORK—CHICAGO—DETROIT



SELLING TIME—ONE HOUR: This and the other 15 designs of Gunnison pre-fabricated homes is half sold before the dealer's salesman calls. A catalog does it . . . a catalog plus a careful plan of dealer selection and training.

No. 1 Need in Pre-Fab Home Business: Good Dealers in the Right Spots

Pioneer Foster Gunnison thinks so after 13 years experience — his Gunnison Homes, Inc., is signing them with great care . . . everybody from local manager to salesman gets training for quick selling . . . company keeps close control by its Unity-of-Action plan.

THE problem of getting the right kind of dealer is just one of the headaches of the pre-fabricated home business. But Foster Gunnison, 16-cylinder sales president of Gunnison Homes, Inc., New Albany, Ind., figures he has this one licked. He has had more experience than anyone in the business, having pioneered prefabricated homes in 1933. He sold 4,500 in 38 states by various distributive methods up to wartime, then his plant began working for Uncle Sam. Today he knows, perhaps better than anyone, how to distribute best. He believes the independent dealer—the right one in the right place, properly trained, stimulated, and supervised—is the answer.

Market is Waiting

During these past few years when he was polishing up for post-war action—a war period in which United States Steel bought 49% of his stock—he worked out his dealer and distributive plan. It's got everything, he believes. When you look at the exhaustive—but apparently workable—meticulous detail of it, probably he's right.

Of course the demand for pre-fabricated homes is everywhere. If Government hopes materialize, 250,000 will be built this year and 600,000

in 1947. That's a huge market for the 25 or 30 manufacturers now in the business (as of this month—nobody knows how many next month). Gunnison Homes is a leader in the field. But Mr. Gunnison is not going to shoot wildly. He is spotting dealers within 200 miles of New Albany first; later he'll extend another 100 miles; finally he may cover the country. He

believes that close control is essential.

He believes in quality too. Gunnison pre-fabricated homes at \$5,000 to \$9,000 have got to stand up "for 50 years" and be as liveable as any conventional home. More so—if mortgage money is to come easily and if sales are to stick. Therefore, in spite of demand he has been slow to produce from his old plant in New Albany until he can get good materials (plywood, not steel). His new million-dollar plant a mile away in the same town will not be ready until fall. Then he'll be all set.

Meantime he's carrying out his dealer selection scheme. To be franchised, dealers must be financially



DEALERS HAVE TO KNOW HOW: Before a man is franchised he and his entire staff must take a thorough course. Here a group learns about floor panels in a factory school.

SALES MANAGEMENT

sound, able and willing to make Gunnison homes their sole product or their headliner, if they happen to be in some related but non-competing business. They must be in a town of at least 9,000 with a good market analysis for pre-fabricated homes and favorable building codes and labor factors. They've got to possess or build up the right kind of managing, erecting and servicing staffs. They must have men who can sell to women—a vital point in the Gunnison sales plan. And every man in a dealer's setup must know and willingly fit into the Gunnison Unity-of-Action plan.

Gunnison Unity-of-Action means that everyone follows the same objectives, principles, policies, and methods. A dealer organization exactly parallels that of the company . . . dealer management integrates with company management, sales with sales, erection with erection, and service with service. That way, Mr. Gunnison maintains, there can be few errors, little confusion. All 16 models of Gunnison homes will be sold, erected and serviced alike, from the moment they come off the conveyor production line, one per hour, and arrive at the building site, until, a week later when they are ready for occupancy with flowers in the window boxes. If anything goes wrong after that, service makes it right. Mr. Gunnison is protecting the future of his homes by control.

Investigate Dealer

When a prospective dealer applies for a franchise, a long gear chain starts meshing. Inquiries go out first from headquarters to home town. This produces a certain amount of information. If replies look good, a company district man visits the town, fills out a market analysis sheet, gets acquainted with the applicant, makes a detailed report on him and his organization.

If the applicant looks good—and if the company has decided to do business in that town—he and his men are invited to the plant at New Albany. There they spend a day or two studying production, learning all they can about the product and the company, and taking a basic training course in the Gunnison Homes Institute . . . an institute which has embedded the Gunnison story of quality and method deeply into the minds of many a banker controlling home loans.

But the dealer is not yet approved or franchised. One of the main reasons for having him and his organization at the plant is to enable Gunnison men to know these men well. A franchise committee actually makes the decision. The committee is made up of Gun-

nison people who know labor, building codes, mortgage financing, dealer general management, building construction, servicing and retail sales. They have already studied the town market analysis and the advance reports on the applicant and his men. Finally, the franchise committee and Mr. Gunnison decide by personal evaluation whether he is the dealer they want.

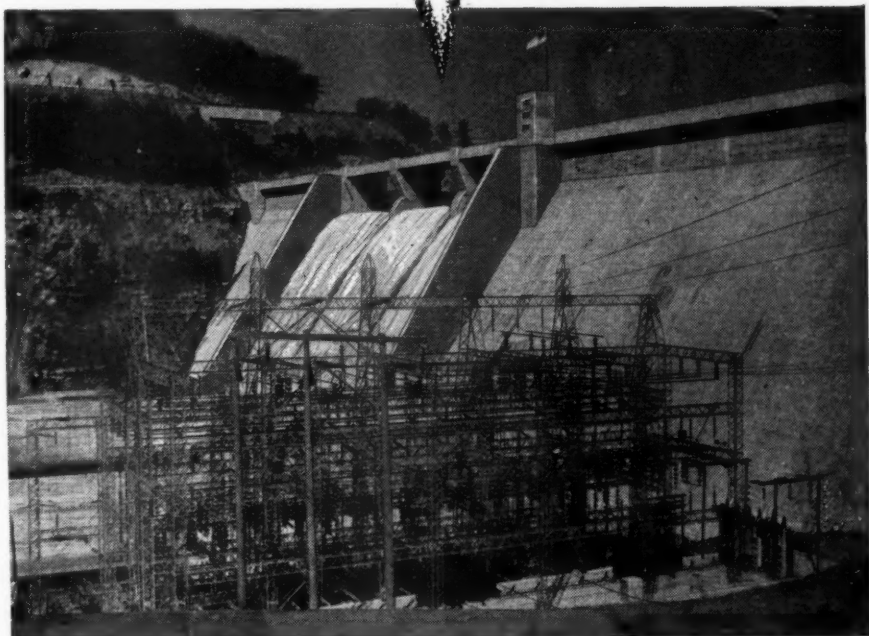
After a favorable decision the dealer and his men are given the Gunnison dealer training course which emphasizes Mr. Gunnison's selling

methods. If they make the grade, a franchise is issued.

After the man goes home he receives a complete set of dealer supplies—sales and erection kits, manuals, an accounting system, catalogs and promotional materials. That material charts every step the dealer and his men are to take.

The district sales manager helps the dealer set up his office system. The dealer then prepares for his first demonstration home. When it is shipped, a field instructor goes along to train the dealer's men. After that the dis-

First Public Power State **T E N N E S S E E** -and Nashville is its Hub



—Tenn. Dept. of Conservation photo

Tennessee Valley Authority operates the largest power system in the United States, producing over 10 billion kilowatt-hours of electricity. TVA power is supplied to the greater part of Tennessee at rates among the lowest in America. A total of 49 municipal systems and 21 cooperatives in Tennessee distribute this power at retail. With cheap electricity, industry is expanding throughout the entire Nashville market area, which is itself blanketed by Nashville's two great newspapers.

NASHVILLE CITY ZONE POPULATION.....257,726
NASHVILLE MARKET POPULATION.....920,843

Nashville Banner The Nashville Tennessean
EVENING MORNING SUNDAY
NEWSPAPER PRINTING CORPORATION, AGENT
Represented by The Branham Company

MANY COSMETICS, DRUGS, FOODS, DRINKS are OVERLOOKING A MARKET That's as wide and broad as the United States itself.

Cosmetics, drugs, foods, drinks,—everything from automobiles to zithers are purchased at the rate of seven billion dollars a year by this very active home market. It's easy to overlook because we're all so close to it. But it's easy to reach, too. You reach the big American Negro market through the race papers to which the Negro looks for guidance. The good will, confidence, and regular patronage of the Negro can be won and held by advertising in the Negro papers.

You owe it to your business to get the facts about the success stories built upon reaching this great and growing market through advertising. Write to Interstate United Newspapers, Inc., 545 Fifth Avenue, New York. Get the facts.

Soon!

WLAW

will
cover
ALL

New England

with **50,000** watts
ON 680 KILOCYCLES

Represented Nationally by
WEED & CO.

Vermont

An important unit in your northeastern market.

Burlington

Is the natural starting point.

The Burlington Free Press

Covers the field

strict sales manager takes over and supervises operations from then on.

Supervision is close and realistic. The dealer is required to send in weekly sales reports and monthly financial reports. The district sales manager, who is supposed to have 15 dealers under his wing spends one or two days a month with each, helping, guiding, stimulating—and at the same time watching the performance of every man. Each month the district manager turns in to headquarters a report grading each man carefully. If personal performance is not up to standard more training is provided—or the company strongly suggests personnel changes.

All this time—and in advance of training and franchising—the company has been instructing the dealer in how to build up an organization of exactly the right type men. The instruction is in great detail. Mr. Gunnison supplies each dealer-applicant with a set of specifications. This tells what kind of general manager there ought to be, with 20 "what-we-wants" in such a man and 20 "what-we-don't-wants." There's even a photograph of a typical, satisfactory, fully-competent general manager . . . a good type for the job. The same goes for the sales manager, the erection manager, the service manager, and the salesman.

Salesman training is also complete for Foster Gunnison has positive ideas about selling Gunnison homes. They must be sold in fast tempo, because people just haven't the time to buy all the things they want and so the customers' buying time must be conserved. This is revolutionary compared with standard, conventional home selling. A Gunnison home is to be sold in one hour from the moment the salesman gets into the customer's presence.

To achieve this, the dealer must always send a catalog to every prospect. In this is a big folder with all essential points carefully reduced with

copy "For Men to Read" and different copy "For Women to Read." It is designed to supply all necessary information and prevent a lot of discussion and argument with a salesman.

The dealer's salesman is never to make a personal call until both husband and wife have said they've read the catalog. Then, when he takes them to the demonstration home he can concentrate on a few selling points—such as two closets, one for husband and one for wife. He finds out their income in order to sell them a house they can afford. All this and the signature on the order should be done in an hour.

Each of the 16 home designs is a "package" — with porches, garages, and additional rooms as separate added packages—the price and financing charge for which is all worked out in a table to correspond with a buyer's weekly or monthly income.

"And I'll tell you what," says Mr. Gunnison. "Since a home is the most stimulating and desirable thing a man can buy, many a \$50-a-week prospect who wants a better home than the table shows he can afford is going to get himself a pay raise in order to buy it. Thus, our selling of these homes is sometimes a burr under a man's tail to improve his own condition."

Swift Mortgage Financing

Mortgage financing is swift, too. The reason Gunnison Homes, Inc., has paid so much attention to savings and loan companies—including close contact with their national association—is to get them pre-sold on the soundness of the homes from an investment standpoint. This sort of loan house works in one or two days instead of three or four weeks often required by the Federal Housing Administration. Thus, Gunnison dealers and the company get their money from each sale fast.

Every dealer is supposed to make a gross profit of 15%. If he follows the company's explicit operating plans, 7% comes out of this as follows: general, 1.5%; sales, 3%; advertising, .5%; erection, 1.5%; service, .5%. This, of course, does not include carrying charges on working capital. However, a substantial business profit is there for the dealer if he sells aggressively and attains the volume estimated for him in advance by the company—a volume based on the market analysis of the community.

"Selling and distribution have always been the weak spots in the home business," says Mr. Gunnison. "We think we've got them licked now."

**It's FREE! It's NEW!
It's USEFUL!**



**SEND for this colorful new
Decal Sign Book... NOW!**

It's packed with suggestions and ideas for product promotion and dealer identification. See where and how America's leading advertisers use Decal point-of-sale signs. The Ad-Visor suggests dozens of unusual designs and treatments for hundreds of products. Learn how you can cash in on "sidewalk circulation" and "store traffic" sales possibil-

ities with colorful, lasting, low cost Meyercord Decals. They offer more night and day, "out-of-the-backroom" points of sale advertising value per square inch of cost than probably any other medium. The supply of Ad-Visors is limited. Send for a copy of Meyercord Decal Sign Ad-Visor now. Please address all inquiries to Dept. 41-7.

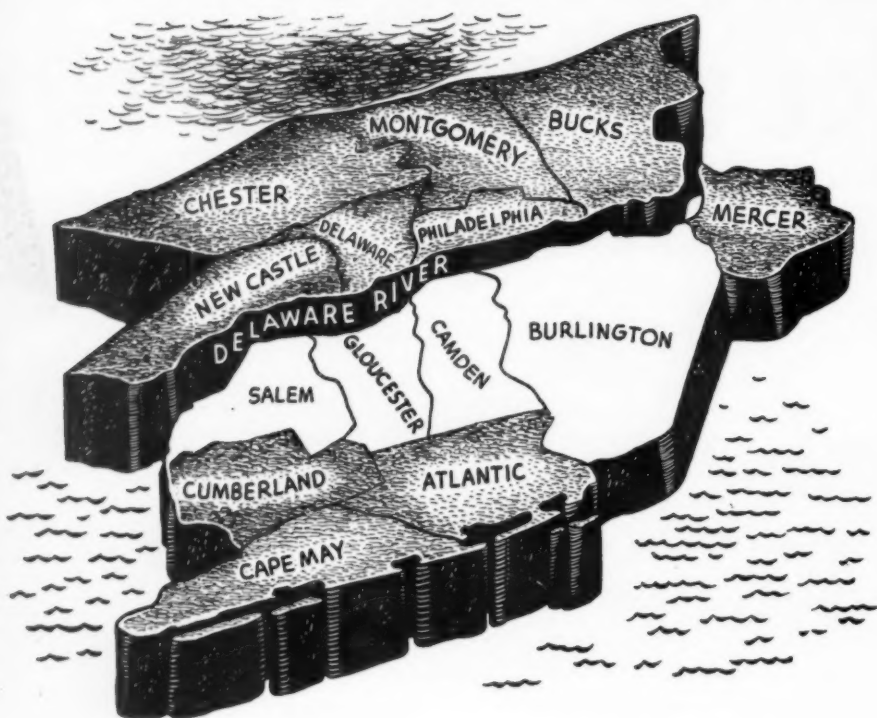
Executives are invited to write for literature on Decal nameplates, Decal product decorations, Truck Decals, as well as Decal advertising signs. In writing, please use company letterhead.

THE MEYERCORD CO.

World's Largest Decalcomania Manufacturers

5323 WEST LAKE STREET • • • CHICAGO 44, ILLINOIS





YOU MUST SELL — *both* sides of the river to capture . . . America's 3rd Market!

More than a million families with an effective buying income of over five billion dollars live in the 14-county Philadelphia trading area. This major sales territory is geographically divided by the Delaware River.

In order to sell your goods it is necessary to sell the people living on **both** sides of the river.

Only the *Courier-Post* gives direct access to the rich Jersey side. It offers dominant coverage of the four South Jersey counties — Camden, Burlington, Gloucester and Salem — delivering 85.1%* as much circulation as ALL PHILADELPHIA DAILIES COMBINED!

The 65.1%* Camden trading area coverage of the *Courier-Post* exceeds that of the largest Philadelphia daily paper in the Philadelphia A.B.C. trading area.

National advertisers know that this intensive coverage pays off in sales! In 1943 (before newsprint rationing) and again in 1944 and in 1945, the *Courier-Post* carried more general display advertising than appeared in such leading metropolitan dailies as the *New York Journal-American*, *Chicago Sun*, *Detroit Free-Press*, *Cleveland Plain Dealer* and *Pittsburgh Post-Gazette*.†

* A.B.C. Audit Reports † Media Records

For a comprehensive analysis of newspaper coverage in the Philadelphia trading area, write the Advertising Department, *Camden Courier-Post*, Camden, N. J. for a copy of *Three Star Market*.

CAMDEN COURIER-POST

REACHES 6 OUT OF 7 HOMES IN PROSPEROUS CAMDEN COUNTY!

GEORGE A. McDEVITT COMPANY

National Advertising Representatives

NEW YORK CHICAGO PHILADELPHIA DETROIT CLEVELAND

[128]

Promotion

Facts from Detroit

The Detroit News has turned a floodlight on its important market—3,000,000 people comprise it. The newspaper is offering a graphic study of the city and its outlying districts. Called simply "1946 Market Facts," the booklet goes deep into such essentials as population, industrial activity, newspaper circulation (with maps), newspaper advertising, average monthly rent by census tracts. Figures used are from such sources as *Media Records*, U. S. Census. For a copy write J. Albert, promotion manager, *The Detroit News*.

Three from Iron Age

The Iron Age has three booklets, "Who Advertises What," "Why *The Iron Age*?" and a big boy—"The Iron Age Data Folder." The latter provides pertinent facts concerning the metalworking industry, with asides as to how the magazine covers it. There's valuable information here on the size and sales opportunities in the metalworking industry. For the booklets contact the Advertising Department at 100 E. 42 St., New York City 17.

Entering Wedge

House and Garden says that because so many people liked its Entering-Wedge campaign which appeared in several of the business papers (including *SALES MANAGEMENT*), it has reproduced the complete series in a folder. You can have one by request to the magazine at 420 Lexington Avenue, New York City 17.

Out West They Listen

To prove it, WDGY, Minneapolis-St. Paul, offers its 1946 Coverage Map, with many of its figures supplied by *SALES MANAGEMENT*. The map gives the population, radio homes and market information of its area.

The Bobby-Sockers Sew

Seventeen has gone all-out to interest its young readers in the feminine art of plain and fancy sewing. The magazine is launching a new monthly sewing section featuring *Advance Patterns*, for *Teena*. More than 120 stores throughout the country are cooperating. To coordinate its efforts the magazine will send a kit, "It's Patterned For You," to stores selling *Advance Teen Patterns* a month before each issue appears. The first of the series is available from Estelle Ellis, Promotion Director, *Seventeen*, 11 West 42 St., New York City 18.

SALES MANAGEMENT



It SAVES SELLING TIME by putting as many facts in as convenient form as possible . . . extending index tabs designate quick reference to seven basic sections . . . each section is an entity in itself and can be used as a complete catalog by customers who deal only in the items listed in it . . . cross-reference is efficient in every detail, making the catalog a real source of expedient information.

The Shipshape Industrial Catalog: How Raybestos Builds One

Your line is wide. Your products are technical. You're in competition with thousands of other products for attention and interest on the part of the distributors' salesmen. In short, you have a catalog problem. Raybestos faced just this set of circumstances.

Based on an interview by A. B. Ecke with
JEROME W. BRUSH, Jr.
Merchandising Manager
The Raybestos Division of Raybestos-Manhattan, Inc.
Bridgeport, Conn.

THE Raybestos Division of Raybestos-Manhattan, Inc., has completed what it considers one of its most important post-war jobs . . . a drastic revision of the company's catalog to get more of the distributor salesmen's selling time.

Raybestos is the largest manufacturer of brake linings and clutch facings for passenger car, heavy-duty and industrial use. The number of items produced is vast . . . running into the thousands. These thousands of items are sold to some 2,000 distributors throughout the country, who in turn sell to garage owners, gas stations, automotive dealers and in-

dustrial companies. It's a tremendous selling job—and one that loomed large as a problem to Raybestos executives when they began to plan for the competitive post-war period.

"How can our salesmen possibly reach all our customers and prospective customers at the moment they are needed?" they asked themselves. The catalog was always considered one of Raybestos' most important selling aids—but, company officials asked, could the old catalog stand up as it should under post-war competition?

They took a look at the old catalog . . . analyzed it. Raybestos salesmen surveyed the field. Was it doing the

work that it should do? No, it wasn't. Why? Here's what they found out about the old catalog:

It wasn't much more than a collection of lists, sizes, and prices. It didn't make it easy for the customer to order. It didn't present Raybestos products as simply and as understandingly as it should, so that customers were informed rather than confused—all of which summed up into one big complaint: It was wasting too much of the distributor salesmen's selling time. It was wasting their time because it was too complicated for such a vast number of items as Raybestos had to sell. It had to be simplified in accordance with the buyers' current usage. It had to develop more confidence.

How can we bring order out of chaos? How can we increase the usability of our catalog? How can we turn it into a real sales tool for our salesmen and distributor salesmen? These and many other questions Raybestos management asked before the new plans for the catalog were drawn up and put into production.

Thirty thousand of the new catalogs have already been printed and data and illustrations of all Raybestos products, including listings of brake

linings, clutch facings, and fan belts make it one of the most comprehensive catalogs in the automotive field. The listings cover all vehicles in the passenger car, truck, bus, and industrial equipment fields, and in some cases go back as far as 1926.

"The purpose of the new Raybestos catalog," Jerome W. Brush, Jr., merchandising manager says, "is to put as many facts in as convenient form as possible. No one is going to use a catalog unless it is easier to use than that of a competitor. In the automotive industry our competitors are not only

other manufacturers of brake linings and rubber products, but they are the manufacturers of other automotive replacement items such as spark plugs, batteries, and piston rings. If our catalog is efficient enough for the distributor salesman to use, he will then devote more selling time to the products we are selling than he will to spark plugs, batteries, piston rings."

The physical features of the new catalog have been as carefully thought out as the contents.

The size is a convenient one to handle—8½" x 10¾". Because the

catalog is more or less permanent, the style of the binding is loose-leaf with brass fasteners. With this style binding the catalog can be kept up-to-the-minute with the latest prices and newest additions to the line—making it more reliable as a selling tool.

The cover, printed in light blue, orange-red and dark blue, is designed for immediate identification. The color scheme for the inside pages is light blue and red. There is uniformity throughout. All running heads are printed in black on red, making it easy to refer to the items to be checked. The descriptive portion of the pages is printed in black on white as are the illustrations which are attractively arranged, making identification of the products easy. Copy is short and to the point.

Seven Basic Sections

There are seven basic sections:

1. Automotive Brake Lining—PG sets, special sets, brake shoes, tool box deals, roll lining, segments and brake blocks, specifications and data, truck and bus linings, Key-Lok blocks.

2. Automotive Clutch Facings — passenger car listing, truck and bus listing, drilling designations, specifications and data.

3. Equipment Rivets - Packings — brake reliners, riveters, countersinks, riveting tools, Raybestos Kam Way and gauges, wheel pullers, rivets and rivet data, shim stock, brake shoe filler, packings.

4. Industrial Products — starting with an industrial catalog index and covering information on shovels and cranes, tractor and earth moving equipment, change-over numbers.

5. Fan Belts-Radiator Hose — fan belts, fan belt deals, radiator hose, straight hose, curved hose, Curv-Flex hose, bus and truck hose, data and specifications.

6. Miscellaneous Rubber Products —air brake hose, booster brake hose, service station air hose, car washer hose, hand pump hose, windshield wiper hose, rubber electric conductor strips, welding hose, car mats.

7. Fractional Horsepower Belts — FHP assortments, refrigerators, wood-working machines, oil burners, stokers, household water pumps, gasoline and beer pumps, miscellaneous equipment.

Each section is an entity in itself and can be used as a complete catalog by customers who deal only in the items listed in a given section. Heading each section is a contents page. Pages following carry marginal indexes printed in black on red. Extending index tabs designate quick reference to the seven sections of Raybestos products—making the catalog a source of expedient information.

SALES MANAGEMENT

THE FEUDIN'S ALL OVER!



IN EARLY days in Texas, a sheep and goat raiser had to be quick on the draw to keep from being run out of the country, but not any more! The Golden Fleece the Argonauts quested for in Ancient Greece pales beside the treasure that Texas' sheep and goat industry produces every year. Southwest Texas, one of the world's great wool and mohair centers, produces 86% of the nation's mohair and nearly 25% of its total wool production.

Approximately 25,000 Texas families are engaged in sheep and goat ranching, an additional 40,000 persons are employed in the industry, and it takes more than 100 cities, towns, and villages to do the warehousing and marketing. The Texas Sheep and Goat Raisers Association, probably the largest of its kind in the world, has a membership exceeding 10,000.

And this Golden Fleece is only one of the great natural resources with which Southwest Texas has built a great and rich empire... an empire that is still growing and expanding.

WOAI is the only 50,000 watt, clear channel station bringing news and entertainment to this area... news and entertainment that "talks the language" and thus gets the ear of Texans.



REPRESENTED NATIONALLY BY
EDWARD PETRY & CO

The Powerful Advertising Influence of the Southwest

50,000 WATTS Clear CHANNEL



Meet "BILLIONAIRE BIDDY"

ONE OF AMERICA'S BEST FARM CUSTOMERS

Her "spending income" averages better than seven million dollars a day. Every day is pay day for her . . . Better get into Poultry Tribune and see for yourself how freely this "gal" will spend her money for what you have to sell to farm homes.

You can't afford to leave a "Two Billion Dollar Hole" in your Farm Magazine Schedule. 1945 cash farm income from Poultry and Eggs was \$2,577,000,000. (Source U.S.D.A.)



Poultry TRIBUNE

America's Leading Specialized FARM MAGAZINE



500,000 Circulation

Member:
AGRICULTURAL PUBLISHERS' ASSOCIATION
AUDIT BUREAU OF CIRCULATIONS
HOME OFFICE: Mount Morris, Illinois
Representatives — New York: Billingslea and Ficke.
Chicago: Peck and Billingslea.

Your FARM Magazine List Is Not Complete Without Poultry TRIBUNE

Resultful Direct Advertising

Planned, Created and Produced

by

D. H. AHREND CO.

has won

1216

NATIONAL AWARDS

in the Last 3 Years

Ask one of our qualified account executives to show you samples of many successful mailings. No obligation in the New York Metropolitan area.

D. H. AHREND CO.

325 to 333 East 44 ST., New York 17, N. Y.
MUrray Hill 4-3411

The book is singularly free of advertising. The only page devoted to advertising is one giving reasons why Raybestos Fan Belts are easier to sell.

Perhaps the most important feature of the new catalog is its complete cross-reference which makes it twice as efficient as the old one, company management points out. For example, the Industrial Section opens with an industrial catalog index, listing approximately 105 industrial manufacturers and their products, together with the folios of the pages carrying data for the products. After the name of one of the manufacturers, for instance, these products are listed: graders, scrapers, road patrols, power units, tractors. The page numbers giving the data for these products are indicated. On turning to the pages the buyer finds all necessary data for the products neatly arranged.

In addition, there is one page devoted to a cross-reference from the industrial manufacturer's part numbers to Raybestos' and one is devoted to a cross-reference from Raybestos part numbers to the industrial manufacturer's. These pages are all cross-referenced for accurate checking.

In the back of the catalog are the trade price sheets clearly arranged under their proper headings with

cross-references to sections carrying descriptions of the products. A valuable feature of the price sheets is the fact that they carry footnotes referring to numbers after the items, such as "To be discontinued when stocks are exhausted." Substitutes are also listed when stocks are exhausted; or, if there is no substitute there is a note saying, "Please do not order when stocks are exhausted." Reference to descriptive pages is also given.

Controlled Distribution

Distribution of the new catalog is controlled in the Raybestos home office to avoid waste. The reason for this is that Raybestos sells to approximately 2,000 distributors on a yearly contract basis. Each distributor therefore receives by mail one catalog for his home office and one each for his salesmen. Those distributors who, under their yearly contract, sell only one type of Raybestos products, say PG Sets receive only that section of the catalog devoted to those items. Raybestos salesmen follow through after the mailing of the catalog to check on whether the distributor has enough catalogs to meet his requirements.

The new catalog, on hand in between calls of the Raybestos salesmen, is ringing up sales. And better still, Mr. Brush reports, the Raybestos salesmen are resold on their own line because it's a selling catalog which gives the salesmen detailed information in logical order and provides them with answers to innumerable questions.

Response has been excellent. "Unsolicited response from our 60 salesmen so far is 90%," Mr. Brush says. Here are a few sample comments:

From a Raybestos salesman with over 20 years' experience in the jobber end of the business: "Congratulations on one of the best catalogs I have seen in years, not just Raybestos but any manufacturer."

From a Raybestos district manager with 25 years' sales experience: "Thanks for a Great Job in the New Catalog. For once we can step out with a catalog that is not only an ad for the company, but one which is useful for the jobbers' men, both countermen and salesmen. I showed it to a couple and right away they wanted my sample. Keep up the good work. This is a real selling tool now."

From a Raybestos distributor: "I today looked over the first copy of your new catalog, forwarded to your salesman, which is complete in every detail. You are to be congratulated on doing such a fine job of coordination of the vast information included in these pages."

SALES MANAGEMENT

TWO

for the price of one . . .

AIR TIME . . . plus our unusual 6 Point Merchandising Plan, designed to help introduce and promote new products.

1. Personal introductions to all wholesalers and head buyers for local chains.
2. Supply route lists of local outlets for your salesmen.
3. A station representative to assist your salesmen secure new outlets.
4. Research and reports on local competition and merchandising difficulties encountered by your product.
5. Help build dealer good will.
6. Miscellaneous — Leads, directions, accommodations, etc., for your salesmen.

The above listed plan is one of many free plus services offered our advertisers by "Connecticut's Top-Test Radio Station" WNAB. For further details write today.

MERCHANDISING DEPARTMENT

RADIO STATION

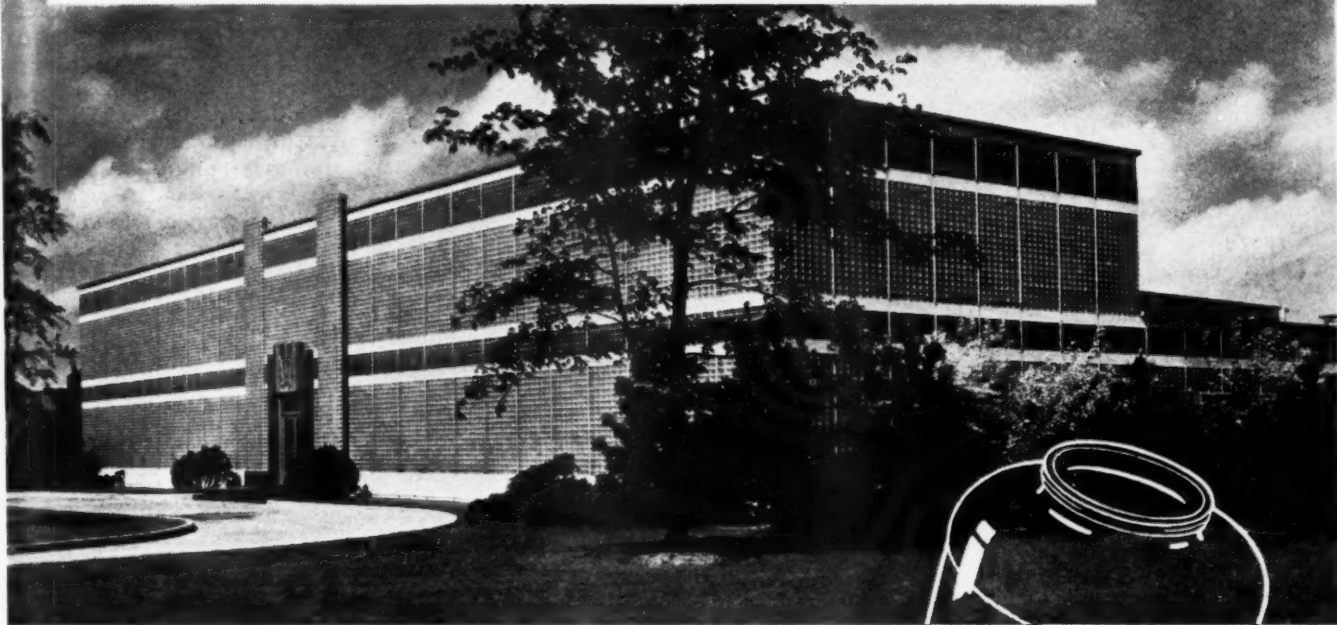
WNAB

BRIDGEPORT, CONNECTICUT

This is Toledo

...home of OWENS-ILLINOIS GLASS COMPANY

MAKERS OF *Duraglas* CONTAINERS



The Duraglas technique is a combination of all the skills that go into glass containers made by Owens-Illinois. It represents the "know-how" of the 21,000 people who make up the Owens-Illinois personnel, gained by experience and by constant scientific investigation conducted in one of America's most completely equipped research laboratories, such as the Toledo laboratory pictured above.



...and this is the TOLEDO BLADE

...a combination of all the skills and long experience of an organization devoted for many years to a single purpose. That

purpose has always been to produce a newspaper serving to the fullest extent the needs of the alert, ambitious and responsive community which is Toledo... a paper fully worthy of being called, "One of America's Great Newspapers."

TOLEDO BLADE

One of America's Great Newspapers

REPRESENTED BY PAUL BLOCK AND ASSOCIATES



PX-TOKYO . . . An Army Super Post Exchange (above) raided by GPs on the Ginza, Tokyo's Broadway. The Ship's Service Store (right) serves sailors, marines at Great Lakes Naval Training Station.



Media & Agency News

PX Magazine Still Serves Billion Dollar Business

Trained down for peacetime soldiering, *Post Exchange and Ships Service Store*, monthly business magazine for the "PX" market, enters its sixth year with plans to sell more and better goods to fewer soldiers, sailors and marines. For this still represents a substantial market, catering to the needs of a group that will be made up during the next two years, of two million individuals.

The magazine has a current circulation of 5,000 among officers and civilian buyers of Army Post Exchanges and Navy Ship's Service Stores, and has had 153 new advertisers since V-J Day. Many complexities were faced by this medium from a very special angle dictated by its unique station in the media field.

Post Exchange and Ships Service Stores, it should be noted, is not published nor is it an official publication of Army Exchange Service or of the War Department. It is published privately by the Post Exchange Publishing Co., with headquarters at 292

Madison Avenue, New York City. Its masthead shows that it covers all the officers and civilian purchasing agents in the Army, Navy, Marine Corps, Coast Guard, Merchant Marine and Veterans Administration facilities.

Lansford F. King, editor of *Post Exchange*, analyzes the new editorial emphases dictated by the magazine's reconverted position. Aside from the distribution and merchandising problems being realigned for peacetime occupation and home installations, the matter of a totally different exchange service personnel and its training is now of prime importance.

Mr. King says, "During the war post exchanges and Navy ship's service stores were operated almost entirely by men who left civilian retail businesses in order to establish the stores at various Army and Navy installations. During the war these men were interested in what their brother officers were doing at other Army and Navy installations. And *Post Exchange's* editorial pages helped to supply this information with photo- and -copy 'visits' to stations all over the world.

"Now practically all of these 'civilian merchant officers' have re-

turned to their civilian businesses," Mr. King points out. "The officers running Army exchanges and Navy ship's stores are mostly regular Army and Navy men who may or may not have had civilian retail experience. Therefore the editorial policy has been changed from information 'visits' to include more product information—what constitutes quality. Solutions to personnel and management problems are also highlighted."

Indicative of the Army's continuing interest in the maintenance of efficiently operated exchanges is the opening of the new AES school at Fort Oglethorpe, Ga., which has just graduated its third class of 100 students. It will be continued until it has completed the training of 600 new "PX" officers. As was the case when the AES training school was at Princeton, copies of *Post Exchange* are made available for distribution to each of the students while attending the school.

Volume Holding

Necessity for the magazine's continuing service to "PX" officers and to manufacturers supplying Armed Service stores is underscored in a recent speech to AES personnel by Brigadier General Dominic J. Sabini, Chief of Army Exchange Service.

"It is reasonable to assume that, with the strength of the Army being reduced, the volume of business would go down. Much to our surprise, however, the volume has remained fairly constant," General Sabini said. "We are still doing a billion dollars worth of business a year. This can be accounted for in one or two ways: the fact that the AES is able to furnish, when it can find it, more and higher-priced merchandise and the fact that, in some theaters, the families of servicemen are moving in." *Post Exchange* itself reports that it finds the \$15 monthly war time expenditure per man in the domestic exchanges has been substantially upped; in some cases exceeding three times the fifteen dollar figure. A recent report from the Chief of the AES in the European Theater stated an increase that almost doubled the individual's war time spending. This trend will be accelerated when more and better merchandise is available to the "PX."

In addition to informing "PX" officers and civilian managers throughout America's military installations, at home and abroad, the publication monthly issues to its advertisers an "Advertiser Service Bulletin." This bulletin supplies news and developments in the military market of special interest to manufacturers who are seeking or already have outlets in the



This Trademark **MEANS LEADERSHIP**

If it's *A Bill Brothers Publication*, you can be sure it's a leader. In seven fields, *Bill Brothers Publications* specialize in more and better service to advertisers and readers. The familiar *Bill Brothers* triangle is a symbol of achievement . . . a respected guarantee of reliability.

FOUNTAIN SERVICE

INDIA RUBBER WORLD

SALES MANAGEMENT

TIRES
Service Station

PREMIUM PRACTICE
and Business Promotion

GROCER GRAPHIC

RUG PROFITS

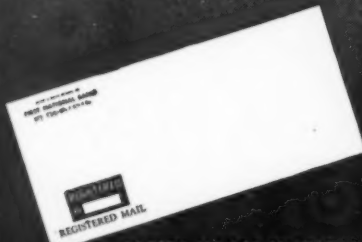
GIFT PREVIEW

BILL BROTHERS PUBLICATIONS

386 Fourth Avenue, New York 16, N. Y.

TENSION ENVELOPES
TRADE MARK REG.

For Every Business Use



SAFETY MAILER ENVELOPE
PATENTED DOUBLE SEAL

TENSION ENVELOPE CORP.

FIVE FACTORIES
SELLING DIRECT TO THE USER

New York 14, N. Y. • Minneapolis 15, Minn.
St. Louis 3, Mo. • Des Moines 14, Iowa
Kansas City 8, Mo.

IT'S COOL HERE!



HOTEL Mayfair
ST. LOUIS

AIR-CONDITIONED

MANAGEMENT MEN in the Central West
PREFER
Chicago Journal of Commerce

TESTED BUSINESS IDEA



Protect and beautify price lists, photos, blueprints, advertising, sales literature, etc., with KVO Plastic Envelopes. Excellent for sales presentations. Fit standard 3-ring binders. FREE SAMPLE. Write on letterhead to American Plastic Products, 190 Berry St. Brooklyn 11, N. Y. Att: Dept. SM

exchanges of the Armed Services, who wish to promote their products among those selected to stock this billion dollar market. Representative of this news are the announcements:

That Army exchanges are now authorized to stock a complete line of baby supplies; that approximately 600,000 officers and men are joining the Enlisted Reserve Corps and many will be using exchange and ship's service facilities during their training programs; that dependents are joining servicemen in numerous theaters and zones of occupation; that products on the shelves of exchanges abroad are coming to the attention of foreign populations and, therefore, helping the export market; that pay increases for all military personnel have just gone into effect; that the Veterans Administration Special Services Division is currently a growing supplement to the market for "PX" products.

For national manufacturers with brand names products who are anxious to protect their customers while in the Armed Services—or who want to sample the young men of the country with full size, full profit packages of their products—for manufacturers who want their share of a substantial immediate profit with lasting benefits, there can be no ignoring of the "PX" market.

Business Magazines

The Administrative Committee in charge of the proposed Continuing Study of Business Papers, being conducted by the Advertising Research Foundation in cooperation with Associated Business Papers, names Stewart, Brown & Associates to conduct a pilot study according to specifications recently approved by the committee. Specially developed techniques will be tested and compared in the field test, which will be conducted under the supervision of the Foundation's technical staff, according to J. F. Apsey, Jr., advertising manager of The Black & Decker Mfg. Co., Towson, Md., who is chairman of the nine-man Administrative Committee.

* * *

Pet Supply Merchandising, a new publication, is being circulated to all pet shops and department store buyers of pet supplies, according to Jack Kerns, publisher. . . . The "Candy Industry Catalog And Formula Book," is issued for 1946 by *Candy Industry*. . . . The McGraw-Hill Publishing Co. announces adoption of a standard trim size of 8 1/4" x 11 1/4" with its September issues. Bleed plate size will be 8 3/8" x 11 1/2". Only exceptions to the new page size will be *Business Week*, *Electrical Merchandising*, *The Mc-*

Graw-Hill Digest and *Science Illustrated* which will retain their present sizes. Also *The McGraw-Hill Digest* will accept advertising, beginning with the October issue, Nelson Bond, company advertising director, announces. . . . A new format for *Radio & Television Retailing* makes its appearance this month. The magazine will be divided into four sections devoted to radio, electrical appliances, records, and service and sound. Also, announced by Caldwell-Clements, Inc., publishers, is the appointment to the chairmanship of the Radio Group of the American Marketing Association, of Stephen I. Hall, merchandising editor, *Radio & Television Retailing*.

* * *

"The Petroleum Book," a compilation of all available figures in the petroleum industry, will be released by The Petroleum Engineer Publishing Co. early next year, company officials announce. The data book is said to be the first annual single-volume source of all statistics and operational facts that have been published in the history of the industry. . . . *Sports Management*, subtitled "The Business Magazine in the Field of Spectator Sports," is now reported to have a controlled circulation of 5,000. Going to sports managers, manufacturers of equipment, coaches, schools, colleges, managers of clubs, the magazine is reported to have more than one half of its circulation paid for.

* * *

It is announced that Robert W. Palmer retires as editor of *Printers' Ink* and is succeeded by Eldridge Patterson who was executive editor. Mr. Patterson also has been elected a director of the Printers' Ink Publishing Co. and secretary of the corporation. Frank LaClave, former news editor, becomes executive editor and Thomas J. Jones is now news editor. It is also announced that Robert E. Kenyon, Jr., former assistant advertising director, is now advertising sales manager, a newly created position, under direction of Henry W. Marx, advertising director.

* * *

J. "Mac" Witten becomes editor of *Hardware Age*. . . . W. Bruce MacKinnon, former managing editor of *The Financial Post*, is promoted to a new position with Maclean-Hunter Publishing Co., Ltd., and will head and organize what will be known as the Editorial Research Department. Howard H. Hudson joins *Radio Market Guide* as editor. . . . B. M. Ikert comes to *Fleet Owner* as technical editor. . . . Gilbert Victor resigns from the Bureau of Advertising, A. N. P. A., to become promotion

SALES MANAGEMENT

manager of Lebhar-Friedman Publications, Inc.

Magazines

The average net paid circulation of 21 leading magazines showed an increase of 12% during the period 1941-1945, according to an analysis of net paid magazine circulation and subscription production just released by the Association of National Advertisers. This increase was in addition to a rise of 29% in circulation from 1930 through 1940.

The war sharply reversed the trend from subscription sales which were prevalent in the '30s. Whereas the subscription circulation increased 62% from 1930 through 1940, the increase during the war period was only 4%. On the other hand, newsstand sales, which had gained only 8% during the previous decade, increased 55% after 1940.

* * *

Myron Zobel, president of American International Publications, Inc., announces plans for an international magazine similar to *Norte* for the British Empire next summer. The edition will run a minimum of 150,000 copies, declares Mr. Zobel, will be edited by Britishers and will run not less than 72 pages, nearly half of which will be in color. A French edition with an initial print order of 100,000 copies will follow in the fall of 1947.

"It is our intention," says Mr. Zobel, "to keep the advertising rate per thousand and the price to the reader as low as possible and to base the success of these publications upon a world-wide distribution, using American mass-production methods. It is our intention to limit advertising to products and services seeking international markets and to exclude from each language edition advertisements designed for local markets which might compete with local magazines."

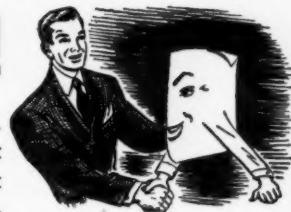
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The Ivy League group of alumni publications, including Columbia, Cornell, Dartmouth, Harvard, University of Pennsylvania, Princeton, and Yale, which has a combined circulation of 87,000, is currently publicizing a market survey of its readers. Salient facts of this survey show the readers of these periodicals to be concentrated in the Middle Atlantic and New England States with 68.3% and another 11.2% in East North Central States. Also, 49.2% of Ivy League Alumni Group readers have incomes in excess of \$5,000; 64.5% own homes costing over \$10,000; 90.2% carry insurance and over 32.4% carry

JULY 15, 1946

HOW TO STAND OUT IN THE MORNING MAIL!

WHEN YOUR SALES MESSAGE is style... when you want to be extra sure that it won't end up in the wastebasket—see that it is printed on a paper of smart distinction. Put your problem up to your printer. Paper is his bread and butter—he has the expert information you need at his fingertips. For fashion-wise promotions we're confident his selection will be



✓25% rag

✓Exclusive pattern derived from Italian Handmade paper

✓2 weights

✓3 pastel shades and white

✓Envelopes in 6 sizes

✓Excellent printing surface for die-stamping, lithography, gravure or letterpress.

When you want to **KNOW**... go to an expert!

Rising
Line Marque



Rising Papers

Ask your printer... he **KNOWS** paper!

Rising Paper Company, Housatonic, Mass.

for
Potent
PLANNING and
PRODUCTION of
PROMOTION

D. H. AHREND COMPANY

Creative Direct Advertising

325 to 333 EAST 44th STREET • NEW YORK 17 • MURRAY HILL 4-3411

LET US SHOW YOU HOW • NO OBLIGATION OF COURSE.

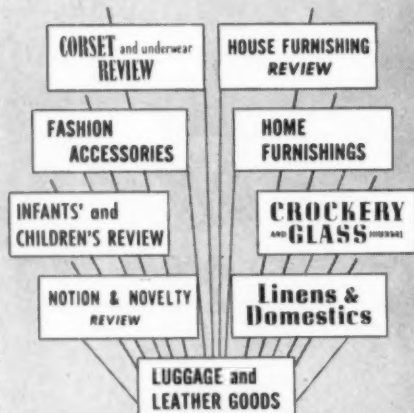
[139]

a "niagara" of merchandising information

Fourteen trade directories...
in continuous preparation...
provide a "Niagara" of
merchandising facts and data
augmenting the flow of vital
information delivered by the
editorial staffs of the
9 Haire Merchandising Papers.

This constant research on
products and sources...
gathering of trade statistics...
compiling of trade marks and
brand names... produces a
wealth of basic data to support
the authority of the
Haire Merchandising Papers.

That's why advertisers in each
market pick the Haire paper
in that field as the authority
for reaching active buyers.



HAIRE
MERCHANDISING PAPERS

HAIRE PUBLISHING COMPANY
1170 Broadway, New York 1, N. Y.

New York • Boston • Pittsburgh • Chicago
Detroit • St. Louis • Los Angeles • Atlanta • London

over \$25,000 in insurance. Cars are owned by 82.4%, and in the occupational report the largest category is company executives comprising 19.7% of the total.

* * *

Ted Patrick, former vice-president of Compton Advertising, Inc., where he was director of the copy and art departments, succeeds J. Frank Beaman as editor of *Holiday*. . . . Rud-dick C. Lawrence is named manager of the New York office of *Fortune*. . . . J. William Thomas is appointed Western manager of *Liberty Magazine*. . . . Arthur H. Motley, publisher and president of *Parade*, announces the appointment of Edward H. Kimball as head of the magazine's Detroit office. . . . Edward F. Lethen is new advertising manager of Macfadden Women's Group. . . . Thea Tyler is newly appointed editor-in-chief of *Miss America Magazine*.

* * *

Ames Castle, general manager of the new Jacobs Sports Magazine, *Sportfolio*, reports that over 78% of the issue's first run of 62,000 was sold within 11 days. . . . Bernarr Macfadden will publish a slick fact detective magazine next fall, it is announced, and William H. Toumey will be editor.

Television

The Television Workshop of New York, America's oldest program producing organization, founded in 1943, is producing eight weekly half-hour dramatic programs for General Electric television station WRGB, it is announced by Irwin A. Shane, founder and executive producer of the Workshop and publisher of *Televiser Magazine*.

* * *

That England will have some 100,000 black-and-white television receivers in the hands of the public this season is the forecast of C. O. Stanley, chairman of the British Radio Industry Council Television Committee and managing director of Pye Radio, Ltd. He further discloses that 25,000 television sets have been in regular operation in British homes since the recent launching of England's post-war television programs.

* * *

At least 32 persons were grouped before each home television receiver in the New York area to view the Louis-Conn fight telecast by NBC, it is revealed in the first telephone rating of a video program by C. E. Hooper, made under the auspices of *The Billboard*. This figure does not include taverns or grills where many more persons gathered to watch the fight.

Estimating that 5,000 receivers in New York were in working order and that 87 of 101 set owners were actually watching the fight, *The Billboard* survey declares that more than 141,375 persons saw the fight by television as compared with 45,266 paid attendance at Yankee Stadium.

Radio

Bee Angell and Associates, marketing research company with headquarters in St. Louis, announce that they are assuming the management of Universal Air Audit, an organization owned by St. Louis University, which was set up for the purpose of establishing proof of performance of radio stations. At the present time the auditing group has facilities for covering and reporting upon 90% of the stations in the country located in cities



AMERICAN BROADCASTING COMPANY's new assistant to vice-president in charge of sales is John Donohue, succeeded by Fred T. C. Fry as ABC's eastern sales manager.

of more than 100,000 population; 50% of the stations in cities of 25,000 to 100,000, and 25% of the stations located in small cities of less than 25,000 population. Eighty-five per cent of the radio homes in the United States are served by the radio stations now covered. Additional auditors are being added and the Angell Co. says that Universal Air Audit will have practically complete coverage of all radio stations in the country within a few months. The University retains ownership of the auditing organization and will participate in its activities to the extent of subjecting all research methods used to examination and supervision by its School of Commerce and Finance.

In addition to auditing specific time periods, Universal Air Audit is now prepared to report upon the total radio programming and advertising in all major cities.

Auditors employed by Universal Air Audit are, in almost every instance, homebound persons invalidated for one reason or another. New additions to the staff are being recruited now through State Rehabilitation Directors to provide coverage of additional radio stations.

SALES MANAGEMENT

The new 1,000 watt radio stations, WKNB, owned and operated by the New Britain Broadcasting Co., will go on the air on or about August 1, it is announced. The main studios are now under construction in New Britain, Conn., while the transmitter building, containing an auxiliary studio, is going up at Newington, Conn. It is estimated that the station will have a 1,650 square mile coverage throughout the central Connecticut and southern Massachusetts market area in which there are over 825,000 people, including 233,000 families, 97% of whom have radios.

* * *

WIL-FM, owned and operated by the Missouri Broadcasting Corp., is announced as the first FM station to go on the air in the St. Louis, Mo., area.

* * *

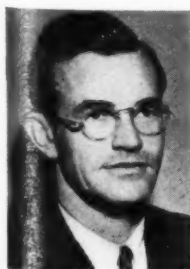
Completion of an agreement under which Liberty Broadcasting, Inc., will acquire for \$850,000 Station WOOD, Grand Rapids, Mich., subject to FCC approval, is announced by Mark Woods, president of American Broadcasting Co., and Roy C. Kelley, president of Liberty Broadcasting, Inc.

* * *

The newly formed Philadelphia Appliance Dealers Association, comprising approximately two-thirds of the local appliance merchants, in a reciprocal promotion agreement, will feature WPEN in its advertising and highlight the station in various member shops through use of a decalomania. In the sale of push button radios, for example, member dealers will guarantee the placing of WPEN on limited button sets. The agreement carries a television clause granting WPEN the exclusive right to present telecasts from the stores owned or operated by members, such programs taking the form of appliance demonstrations. WPEN, through air time, is cooperating with the Association in bringing before the public salient facts about appliance use, care, selection.

* * *

Glenn Shaw, manager of Radio Station KLX, Oakland, Calif., announces the addition of a Piper Cub plane to the station's equipment for news and special events coverage. KLX lays claim to being the first sta-



PHILIP L. GRAHAM is newly appointed publisher of *The Washington Post*.

tion in the country with a special events plane and a pilot on its announcing staff.



C. S. HANSON, formerly of McCann-Erickson, Inc., joins the American Newspaper Advertising Network, Inc.

Newspapers

In small towns throughout the United States 4,500,000 families are receiving their enlarged, four-sectioned copies of *Grit* this month, George R. Lamade, publisher, announced at luncheon meetings held in New York, Philadelphia, Detroit, and Chicago early in July. The 18 full time editors of the publication are going in for interpretive writing, more than ever before, in presenting the news to *Grit's* special audience, said Mr. Lamade. He also pointed out that *Grit's* advertising is running almost 100% ahead of its pre-promotion year of 1943.

The 16-page (full tabloid size—1050 lines to the page) News Section carries a page of Washington news and another on international news. There is a page for sports, one for hunting and fishing, automotive and service tips, home gardening, repairing, and remodeling.

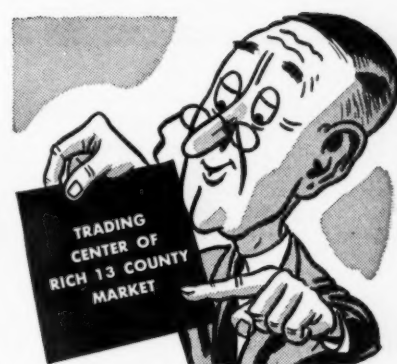
The eight-page Women's Section is now doubled and covers women in the news, household features, style and beauty, patterns (of which 400,000 were purchased from *Grit* last year), and brand new features including a page for parents on the care and feeding of children and a special page for teen-agers. Motion picture and radio news are also in this section.

A special section for children will have more comics, and games, puzzles, and special features for boys and girls.

"From a physical standpoint," Mr. Lamade announced, "the biggest change is our adoption of a full-size tabloid Story Section. This enables us to print far more fiction than ever before; it permits much better art treatment and it gives the advertiser better display opportunities."

* * *

Herbert Elliston is the newly appointed editor of *The Washington Post*. . . Ralph C. Campbell, former account executive and radio director with J. Walter Thompson, Newell-Emmett, and Maxon, Inc., joins the National Advertising Service as sales manager.



Ad Beyer
SAYS...

74 6/10 per cent of Rockford's families own their own homes . . . they're a home-loving, intelligently progressive bunch of folks who have what it takes in engineering and mechanical ability to make Rockford one of the leading machine tool centers of the world.

At the Top in Illinois

ROCKFORD

**MORNING STAR
REGISTER-REPUBLIC**

**111,000
METROPOLITAN POPULATION**

**Swing-O-Ring is
SLIMMER**



Swing-O-Ring Binders are slimmer and trimmer; they take up less space on the shelf and slip into pockets more easily. That's because the flat Swing-O-Ring backbone is less bulky and the ring is shaped for maximum capacity. What's more, Swing-O-Ring pages don't tear out, because they are held at more points by more rings.

Write us for name of nearest Swing-O-Ring licensee.

SR-7

Swing-O-Ring

Division of The Fred Goetz Co., Inc.
314 DEAN STREET • BROOKLYN 17, N. Y.

HEAD UP A SALES DIVISION

Here's opportunity for a man who is of high calibre but not "high pressure" . . . who can point to a resultful background of selling and department management in industrial or technical products.

You'll be responsible for sales and departmental details of a large division of our business. An engineering background will help, but the proven ability to sell, handle customers in the field as well as by correspondence is most important.

You'll be part of a fast-moving mid-western organization, whose products are leaders in their fields and nationally famous, selling to manufacturers as original equipment, and to jobbers and dealers as accessory and replacement equipment. The company is well-established, with a secure future, whose 1946 production floor space is already double its large wartime factory space.

If your ability and experience fit you for this kind of an opportunity, write today, with all details of background, education and experience. Address Box 2319, Sales Management, 386 Fourth Ave., New York 16, N. Y.

WANTED: Food Sales Executive

Well-established financially strong manufacturer of widely advertised food products has opportunity on Pacific Coast for young, ambitious sales executive.

Age 35-42

Qualifications: College education, pleasing personality, successful record as district or divisional sales manager of products marketed through food stores.

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A general field survey would be so broad that it would represent almost a printed volume, but we shall be glad to send you, promptly, an honest survey of the field in relation to such products as you or your clients are interested in promoting.



India RUBBER WORLD

386 Fourth Avenue

New York 16, N. Y.

Established 1889

Comment

ON THE JOB TRAINING FOR STUDENTS: The Antioch idea, in which classroom study is combined with outside work in business, is spreading.

Last fortnight Ohio State University announced that this principle, already tested by that institution, will be extended so that the work-and-learn type of program will henceforth be available to selected students in most of the major curricula in the College of Commerce and Business Administration.

The work done at Antioch since 1920 along these lines has attracted widespread attention. The University of Cincinnati has used a similar plan for qualifying engineering students for careers in their chosen field. Bennington offers this type of education for women. At the high school level the movement was given impetus through classes organized under the George-Deen Act. And now one of the largest of our state universities falls into line.

Ohio State's present plan evolved out of an experiment started as far back as 1927, when the Department of Accounting, in cooperation with eight firms of certified public accountants, arranged for seasonal employment of selected senior accounting students. Since that time groups of such students ranging from 10 to 35 in number have left the university early each year for a three-month period of field work in many of the Nation's largest accounting firms. Evidences of the popularity of the plan with employers are the yearly requests from business, for from 60 to 70 students—a demand which the department has so far been unable to meet. In the program of retail merchandising for women, the field work plan sends an average of 45 women per year into many of the Nation's leading department and specialty stores for three or more months of sales work. Here, too, demand exceeds supply.

The announcement of the extension of the Ohio State plan at this time is of particular interest to the sales field because its leaders are justifiably disturbed over the failure of the profession to attract sufficient numbers of talented young people. Preliminary arrangements are under way, says Dean Weidler, to include internship opportunities in advertising and marketing at Ohio State by next spring.

We can logically expect the business community to meet the schools more than half way as the train-and-learn idea develops. Forward-looking companies will welcome the opportunity to take into their business families, on a part-time basis, ambitious youngsters who, upon graduation, might be well qualified for full-time jobs and equipped to make particularly rapid progress in them. If sales executives are as alert as we now think they are to the seriousness of the present and future manpower problem on their side of business, they will capitalize opportunities of this kind.

As on-the-job training broadens to include more different fields, it may turn out to be at least one answer to the need on the part of business, for job candidates whose schooling gives students what business men call "a more practical" background for business life. And for young people who are consumed with impatience to rise above minimum earning brackets, it may offer opportunities for earlier promotion.

If courses like those proposed by Ohio State in the field of selling begin to pay off by providing pools of qualified sales manpower, we might expect to see the Antioch plan spread first to colleges and universities where a close tieup has already been established between the institution and a local sales executives' club. Eighteen clubs already have established cooperative programs in teaching salesmanship with one or more schools. It is the consensus of these clubs, as reported to Brooks Smeeton, chairman of the National Federation of Sales Executives' "Selling as a Career" Committee, that (to quote his report) "sales courses must contain business know-how as well as teaching theory." Surely the Antioch plan is one method for implementing that principle.

ARE TRADE-MARKS MONOPOLIES? Recent articles in the *Georgetown Law Journal* contend that trade-marks are monopolies in the anti-trust sense, and Judge Jerome Frank of the United States Circuit Court of Appeals wrote in connection with a brand-name infringement case that no real harm was done to the trade-mark owner unless the product bearing the counterfeited mark was so "inferior, shoddy or sub-standard" that it damaged the reputation of the actual owner of the trade-mark.

This is fallacious and disturbing reasoning, and if such views were to become law the value of trade-marks would be destroyed. Obviously the learned judge and lawyers do not know what a trade-mark is. In a recent talk before the American Marketing Association, John A. Gosnell, assistant counsel of the Coca-Cola Co., gave a clearcut description of a trade-mark and its functions.

"It is obvious that a trade-mark cannot itself produce a monopoly. Its primary function is to distinguish goods. If a monopoly existed in any particular field, there would be no need for a trade-mark on that product. Probably the real argument is that if a business has prospered, it can spend more and more money merchandising its trade-mark and thus monopolize the field.

"The fallacy of this argument is exposed by the fact that the more celebrated a trade-mark becomes, the more it attracts competition." Coca-Cola is an excellent case in point. Being the originator in the cola field, with a product which immediately became popular and which has a unique trade-mark, it should dominate the field if the monopoly theory were correct. Instead, there are more than 200 cola drinks on the market, and some of the others are both big and prosperous.

He went on to say that trade-marks have been in use so long that their origin is not known exactly, but they were commonly used by individuals and guilds throughout the Middle Ages. "But," he said, "the reason *why* the trade-mark came into existence is well known. Its origin is due to an impelling human motive just as powerful today as it was in the dawn of mankind. Trade-marks, like personal names, grew out of the yearning of man for personal recognition—the human craving to be somebody, to achieve a reputation. . . . They are symbols of individual freedom, freedom of the consumer to buy anything he wants to buy."